



Annual Report

2017/18



NORTH CENTRAL
Catchment Management Authority
Connecting Rivers, Landscapes, People



Acknowledgment Of Country

The North Central Catchment Management Authority acknowledges Aboriginal Traditional Owners within the region, their rich culture and spiritual connection to Country. We also recognise and acknowledge the contribution and interest of Aboriginal people and organisations in land and natural resource management.

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North Central Catchment Management Authority
628-634 Midland Highway
Huntly, Victoria 3551

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Table of contents

	Responsible Body Declaration	2
PART 1:	YEAR IN REVIEW	3
	Foreword from the Chair	3
	Vision, Mission, Approach and Culture	4
	Manner of Establishment and Responsible Ministers	4
	Nature and Range of Services Provided	4
	Objectives, Functions, Powers and Duties	5
	Achievements, Operational Performance and Key Initiatives	6
	Five-year Financial Summary	27
	Current Year Financial Review	28
	Significant Changes in Financial Position or Factors Affecting Performance	31
	Capital Projects	31
	Significant Grants and Transfer Payments and Subsequent Events	31
PART 2:	GOVERNANCE AND ORGANISATIONAL STRUCTURE	32
	Organisational Structure and Governing Board	32
	Audit and Risk Committee Membership and Roles	37
	Board Committees	37
PART 3:	WORKFORCE DATA	40
	Employment and Conduct Principles	40
	Public Sector Values and Employment Principles	40
	Occupational Health and Safety	41
	Comparative Workforce Data	42
	Diversity and Inclusion	43
	Executive Officer Data	44
PART 4:	OTHER DISCLOSURES	45
	Local Jobs First - Victorian Industry Participation Policy (VIPP)	45
	Government Advertising Expenditure	45
	Consultancy Expenditure	45
	ICT Expenditure	46
	Major Contracts	46
	Freedom of Information	46
	<i>Compliance with Building Act 1993</i>	47
	Competitive Neutrality Policy	47
	<i>Protected Disclosure Act 2012</i>	47
	Compliance with Establishing Act	49
	Office-based Environmental Impacts	50
	Statement of Availability of Other Information	54
	DataVic Access Policy	54
	Financial Management Compliance Attestation	54
	Auditor-General's Report	55
	FINANCIAL STATEMENTS	57
	Declaration in the Financial Statements	58
	Comprehensive Operating Statement	59
	Balance Sheet	60
	Statement of Changes in Equity	61
	Cash Flow Statement	62
	Notes to the Financial Report	63
	APPENDICES	88
	Appendix 1: Disclosure Index	88
	Appendix 2: 2017-18 Grants and Transfer Payments	90

Responsible Body Declaration

In accordance with the *Financial Management Act 1994*, I am pleased to present the North Central Catchment Management Authority's (CMA) Annual Report for the year ending 30 June 2018.



Julie Miller Markoff
Chair
North Central CMA
21 August 2018



PART 1: YEAR IN REVIEW

Foreword from the Chair

At the North Central Catchment Management Authority (CMA) we are committed to delivering natural resource management programs in partnership - with communities, Traditional Owners, scientists, industry and government partners - that result in lasting change.

Our 2017-18 Annual Report highlights the achievements of a diverse program and demonstrates the value that we create for our communities and the Victorian and Australian Governments. We have delivered environmental, social and economic outcomes that contribute to important government initiatives such as Victoria's Water for Victoria, Our Catchments Our Communities, Protecting Victoria's Environment - Biodiversity 2037, and Australia's National Landcare Program.

We also spent time in 2017-18 thinking about and designing how to best perform as an organisation. We've created a Business Outcomes Framework and Organisational Performance Framework to help us with this task. The latter integrates and aligns performance measures across all our activity and will sharpen our focus on improving performance and ultimately better environmental and community outcomes.

We have also formalised our opportunity development process to create a pipeline of compelling business cases to proactively position ourselves for future traditional and non-traditional funding sources. This will increase the resources available to support the regional community realising their natural resource management goals.

The reporting period has seen a change in Chair. I acknowledge the legacy of former Chair, David Clark whose belief that enduring natural resource management change can't be achieved without supporting active and engaged communities

still challenges us to ensure that our programs maximise their social impact alongside the environmental change.

On behalf of the Board and Management we look forward to continuing our work with our many partners to guide sustainable management of the region's rich land, water and biodiversity resources and support community productivity and prosperity.

I am pleased to present the North Central Catchment Management Authority's Annual Report for the year ending 30 June 2018.



Julie Miller Markoff
Chair



Our Vision, Our Mission, Our Approach, Our Culture

Our Vision

Sustainably managed land, water and biodiversity resources that support productive and prosperous communities now and in the future.



Our Mission

We create natural resource management partnerships and programs that deliver lasting change.



Our Approach

Connecting natural resource management activities

- Delivering environmental water and improving riparian habitat.
- Supporting productive agricultural land.
- Linking healthy biodiversity.
- Adapting our landscape to a changing climate.



Enabling active communities

- Supporting community action.
- Collaborating with Traditional Owner and Aboriginal groups.
- Partnering with government, industry and community.

Supporting sound decisions with knowledge

- Gathering knowledge from traditional, local and scientific sources.
- Sharing knowledge and information to empower our community.
- Fulfilling our statutory roles in floodplain management to prepare and protect the community.

Our Culture

We are knowledgeable, engaging and reliable. We do this by:

- seeking to understand
- being honest and taking responsibility
- seeing something and doing something
- showing respect
- actively engaging



Manner of Establishment and Responsible Ministers

The North Central Catchment Management Authority is established under the *Catchment and Land Protection Act 1994*. The responsible Ministers for the period from 1 July 2017 to 30 June 2018 were the Hon. Lisa Neville MP, Minister for Water and the Hon. Lily D'Ambrosio MP, Minister for Energy, Environment and Climate Change.

Nature and Range of Services Provided

The North Central Catchment Management Authority (CMA) is principally responsible for protecting and improving the health of the region's natural resources in-line with the 2013–19 North Central Regional Catchment Strategy (RCS) and its approved plans and sub-strategies, and delivering on its statutory responsibilities for waterway, rural drainage and floodplain management.

The nature and scope of the North Central CMA's programs and projects contribute to the achievement of its business objectives. The core programs of the North Central CMA are:

Environmental Assets Program: Delivering a broad range of projects aimed at improving the health of waterways, wetlands and biodiversity within with North Central CMA region. The program delivers on the priorities of international, national, state and regional policies and strategies. The program also works closely with the broader North Central CMA community and Traditional Owner groups to help build capacity for delivering natural resource management actions and social outcomes across the region.

Environmental Water Program: Delivering against the North Central CMA's statutory responsibilities to manage the environmental water reserve in the region pursuant to the *Water Act 1989*. This includes long-term and annual planning, adaptively managing delivery, monitoring and extensive community and Traditional Owner engagement. The program also includes management of works and measures that support environmental watering objectives such as infrastructure or project activities to deliver water to priority sites.

Sustainable Agriculture Program: Working with communities and partner agencies to achieve productive farming while protecting the natural resource base. This is achieved by delivering on regional priority actions identified in the North Central Region Sustainable Agriculture Strategy to protect the regional assets of: land and soils; waterways; floodplains and wetlands; consumptive water available for irrigation; agricultural livestock and crop health; natural biodiversity; atmosphere and people in agriculture from the pressures that agricultural practices put on the condition of these assets.

Community Engagement and Strategy

Program: Providing support and leadership to the community focused programs across the North Central CMA region. A key focus of the program is supporting Landcare Networks and groups, administration of the Victorian Community Grants program, delivering the citizen science Waterwatch program and coordinating our Indigenous program underpinned by our Reconciliation Action Plan.

Statutory Functions Program: Providing advice and support to local government and the community about flooding risks associated with new development. Working with local government and community, the program has developed a Regional Floodplain Management Strategy that provides the region with actions to manage the risk of flooding into the future.

Objectives, Functions, Powers and Duties

The principal statutory obligations of the North Central CMA are prescribed in the *Victorian Catchment and Land Protection Act 1994* and *Water Act 1989*.

These Acts constitute the major enabling legislation for CMAs.

The core business of the North Central CMA delivers on the *Catchment and Land Protection Act* and *Water Act* accountabilities, which primarily include:

- Natural resource management projects through our Environmental Assets, Environmental Water, Sustainable Agriculture, Community Engagement and Strategy and Statutory Functions programs:
- Undertaking projects to restore river health.
- Overseeing the delivery of environmental water to improve the region's rivers and wetlands.
- Investing in biodiversity improvement along rivers and other sites with high environmental values.
- Formulating and delivering targeted interventions to protect the region's land, biodiversity and water assets.
- Delivery of statutory obligations including salinity, environmental water and floodplain management.
- Business management, governance, regional planning and coordination:
- Coordinating the management of land, biodiversity and water resources through the development and implementation of the RCS.
- Enabling the regional community to provide local input to the planning and implementation of the RCS.
- Reporting on catchment condition and;
- Compliance monitoring and reporting to government relating to the organisation's obligations.



Performance Against Objectives, Functions, Powers and Duties

Achievements

Natural resource management projects through our Environmental Assets, Environmental Water, Sustainable Agriculture, Community Engagement and Strategy and Statutory Functions programs:

We entered the final year of delivering seven important projects supported through funding from the Australian Government's Phase 1 National Landcare Program:

- The Regional Landcare Facilitator project that includes the Community Grants program and the Inspiring Women in Agriculture course.
- The Kerang Priority Wetlands Protection project.
- Phase two of the Farming for Sustainable Soils project.
- The Gunbower Forest Key Asset Protection project.
- Protecting Remnant Grassy ecosystems on the Riverine Plains project and;
- The Kooyoora Connections project.

The Victorian Government's Water for Victoria – a comprehensive framework to guide smarter water management, bolster the water grid and support more livable Victorian communities, continues to drive much of our work.

Key focus areas include minimising environmental impacts and mitigate climate change; providing leadership to improve the health of priority waterways and catchments; supporting a productive and profitable irrigation sector; resilient and liveable and regional communities; recognising and managing Aboriginal values and economic inclusion in the water sector and recognising recreational values in water management. We underpin these focus areas by working in partnership with our communities and stakeholders; reflecting and supporting leadership, diversity and culture across our region and continue to demonstrate our outcomes and improved performance. Many of our programs and projects are addressing and delivering against these key focus areas and include our Victorian Water Program Investment Framework funded project, Caring for the Campaspe, priority waterway projects such as Birch's Creek and Coliban River, Sustainable Agriculture projects including Healthy Productive Irrigated Landscapes and Plan2Farm and the work we undertake in the environmental water management and floodplain statutory areas of the business.

Furthermore, the joint Wanyarram Dhelk project between Dja Dja Wurrung and the North Central CMA is implementing on-ground works, monitoring and delivering training activities around Bendigo Creek in partnership with the City of Greater Bendigo. This project, and our ongoing work with Dja Dja Wurrung, is underpinned by a Partnership Statement between the North Central CMA and the Dja Dja Wurrung Aboriginal Clans Corporation.

The Victorian Government's Our Catchments, Our Communities (OCOC) strategy is Victoria's first state-wide strategy for integrated catchment management and provides clear goals to improve the catchment management framework. In response to Victorian Government funding we are supporting integrated community catchment management projects including a three-year project with Dja Dja Wurrung to manage land, fire and water in the Boort-Kinypanial system in partnership with the Department of Environment, Land, Water and Planning (DELWP) and Parks Victoria. We are also supporting the Loddon Plains Landcare Network who is working with Trust for Nature and Dja Dja Wurrung to enhance the condition of Long Swamp after completing works with private landholders to protect the Kamarooka Wetlands.

We're continuing to partner with Coliban Water to review planning schemes and community-driven property planning for on-ground works to protect the key water supply catchment and rivers in the Upper Coliban. These projects are outstanding examples of working with communities and our partners to achieve integrated catchment management outcomes.

Protecting Victoria's Environment – Biodiversity 2037 is Victoria's plan to stop the decline of native plants and animals and improve the natural environment, so it is healthy, valued and actively cared for continues to be a regional focus. Biodiversity Response Planning project applications were submitted for three relevant zones in the region. The North Central CMA assisted partners in submitting these project applications.

In August 2017, floods impacted areas of northern Victoria. Several applications for flood recovery assistance were submitted and are still being finalised with the Victorian and Australian Governments, with a small number of projects delivered during the reporting period.

Business management, governance, regional planning and coordination:

Working with our partners and communities, this year has seen a range of activities delivered across the North Central CMA region. We have a clear line-of-sight regarding the direction and implementation of our programs and projects that strategically align with Victorian and Australian Government policies, initiatives and objectives. Details of our achievements against these initiatives can be found in the Key Initiatives and Projects and Catchment Condition sections of the report.

We are proud of our achievements over the reporting period and look forward to working with the Victorian and Australian Governments, our partners and stakeholders to sustainably manage land, water and biodiversity resources for productive and prosperous communities.

Catchment Condition Statement

The catchment condition section of the report provides an assessment of the region's catchment condition under the following themes; waterways, biodiversity, land and community. A key purpose of monitoring and assessing catchment condition is to help identify opportunities for adapting and changing the way the environment is managed. The assessment includes a reflection on the likely impact of annual scale actions, events and observed change. Each theme includes:

- A description of key regional context.
- Benchmark conditions or background levels.
- A regional annual condition assessment.
- Reasons in support of the assessment.
- A supporting case study.

The catchment condition assessment for each theme also describes the level of confidence or concern that catchment managers have about the future of the regional environment. The assessment is based on available science and expert advice as well as evidence gained during the preceding year and uses the criteria detailed in Table 1 with overall results aligned to Table 2. A positive assessment indicates a level of optimism about future direction and a concerned or highly concerned assessment indicates a more pessimistic view of the direction of environmental change.

Table 1 **Catchment condition assessment criteria**













Assessment Criteria		
1. Positive		An optimistic future with evidence that events during the year will have a positive impact on the longer-term.
2. Neutral		A largely neutral state, where events during the year may have been significant but are within expected variation and will have little impact in the longer-term.
3. Concerned		A level of concern that significant events during the year may have an adverse impact in the longer-term.
4. Highly concerned		A high level of concern that significant events during the year are likely to have an adverse impact in the longer-term.

Table 2 **Summary catchment condition assessment**

Theme	Longer term assessment	Annual assessment	Summary condition assessment
Waterways			Large-scale water for the environment deliveries to rivers and wetlands, natural inflows and additional protection and restoration works build on 20 years of activity that is addressing historical degradation.
Biodiversity			Medium-scale protection and restoration works continue to incrementally address a long history of degradation and continued positive and negative actions.
Land			Additional protection and restoration works, building momentum of good management practices were strengthened by stable climate conditions increasing soil moisture and ground cover, continue to incrementally address a long history of degradation.
Community			The community continue to actively participate in natural resource management activities, building its capacity, resilience and support of the region's assets. Increased funding availability and a positive Landcare health score support this.

Note: Due to limitations in available data, a three-year assessment could not readily be determined. Available data supported by expert judgement has been applied to determine longer-term condition assessments. It is intended to move towards a three-year assessment as more recent data and approaches are available.

Other reporting

The Victorian Catchment Management Council (VCMC) released its 2017 Catchment Condition and Management Report (<http://www.vcmc.vic.gov.au/reporting.html>). The report is the first to include management reporting developed in collaboration with Victorian Catchment Management Authorities. Results from the report align closely with the North Central CMA's regional reporting below. However, in comparison to other regions, the results for the North Central CMA region are poor due to the high levels of historical clearing.

The VCMC report shows five key datasets on the same four themes:

- Water – streamflow (2010–11 was approximately 150–600 per cent of the long-term average (depending on basin), with 2011–12 to 2014–15 at or below 50 per cent of the long-term average).
- Water – stream condition (2013 ISC reports one waterway in good condition with most waterways in moderate, poor or very poor condition).
- Biodiversity – tree cover (small increase over time from around 12 per cent in 1998 to approximately nineteen per cent in 2016).
- Land – exposed soil in dryland areas (2008–2009 58 per cent, 2010 33 per cent, 2011 nine per cent. 2012–2016 gradually increasing from 22 to 58 per cent).
- Community – event participation (increasing from 4,347 in 2013–14 to 7,995 in 2015–16).

Waterways

Regional context

Waterways (rivers and wetlands) and the aquatic and terrestrial ecosystems they support are the most notable characteristics of north central Victoria. The major river catchments of the Campaspe, Loddon, Avoca and Avon-Richardson and the Murray River are unique and integral to the environmental, economic and social values of the region.

The environmental condition of waterways is determined by key drivers such as habitat, water regimes, water quality, vegetation and connectivity. Broader catchment condition, land use, natural events like floods and bushfires, development and climate change can also influence the environmental condition and values of waterways. Waterway management needs to consider how both natural and anthropogenic factors (i.e. human impact via farming practices, recreation, urban development etc.) impact on waterway condition and, therefore, on the values of the region's waterways.

Benchmark conditions

Key indicators:

- Index of stream condition for water flows (hydrology), water quality, riparian vegetation (streamside zone), bank stability (physical form) and aquatic life.
- Waterwatch data for water quality.
- Index of Wetland Condition data for water flows (hydrology), plant and animal life (biota), extent (physical form), soils, water properties and adjacent land use and buffers (wetland catchment).
- Annual rainfall for inflows.
- Project delivery and local knowledge.

Waterways in the North Central CMA region are in mostly moderate to poor condition. Many of the waterways are highly regulated that impact seasonality conditions, water quality and habitat for aquatic dependent species.

The 2013 state-wide Index of Stream Condition (ISC) report (<http://ics.water.vic.gov.au/ics/>), provides a snapshot of river health for approximately 29,000 km of major rivers and streams in Victoria. For north central Victoria, the 2013 report indicates there had been a declining trend between 1999 and 2004 and a return to similar conditions as 1999 by 2010. Overall river conditions in north central Victoria, are at best, in moderate condition (source: (http://ics.water.vic.gov.au/ics/files/ISC_The-Third-benchmark-of-Victorian-River-Condition.pdf)).

The 20 years of Waterwatch data report finds water quality across the region is in moderate condition. The upper catchments (southern end of the region) tend to be in better condition compared to the lower (northern) or western parts. With the Campaspe, Upper and Lower Loddon, Loddon Western Tributaries and Upper Avoca faring better than Gunbower, Loddon Eastern Tributaries and Avon-Richardson.

The 2006–2012 Index of Wetland Condition (<http://ics.water.vic.gov.au/ics/>) indicates that seven per cent of high value wetlands are in excellent condition, 38 per cent are in good condition, 49 per cent are in moderate condition and five per cent in poor condition. The assessments were undertaken at the end of thirteen years of below average rainfall (1996 to 2009) which indicates wetlands have evolved under a variable climate and have a degree of resilience. It is important to note that the wetlands assessed in the North Central CMA region only represent a small percentage of the high value wetlands identified in the North Central Waterway Strategy 2014.

Rainfall totals for north central Victoria for the period January 2016 to March 2017 are at the long-term average, with slightly above average falls in the southern part of the catchment. Rainfall was inconsistent compared with previous years with very high falls in April and December 2017 that were offset by periods of little rain in June and September 2017 (source: (<https://www.water.vic.gov.au/water-reporting/monthly-water-report/reports/2018/may-2018/monthly-water-report-may-2018/rainfall-may-2018>) or (www.delwp.vic.gov.au)). **Rainfall across the North Central CMA region has, however, maintained soil moisture and river inflows.**

- The current activities for creating in-stream and riparian habitat, as part of the Native Fish Recovery Plan in the northern parts of the catchment, are working to enhance both the stream health and create opportunities for recreational fishers, by using water for multiple purposes.
- No significant threatening processes were identified and with continued investment in waterway health activities delivered by the North Central CMA in partnership with a range of partners and landholders the overall condition can be maintained or improved in to the future.

Annual Assessment - Waterways

1.



An optimistic future with evidence that events during the year will have a positive impact on the longer-term.

Assessment explained:

- Investment in riparian, wetland and riverine protection encouraged activity in the North Central CMA region through the following projects: Our Catchments, Our Communities (Upper Coliban and Long Swamp); Priority Waterway's (Birch's Creek and Upper Coliban catchments); Caring for the Campaspe; Environmental Water program; The Living Murray; Gunbower Compliance; Gunbower and Kerang Ramsar; Sustainable Diversion Limits planning for Gunbower and Guttrum-Benwell; and the Native Fish Recovery Plan. With nearly \$6,000,000 in expenditure, these projects delivered 50 kilometers of riparian fencing, 2,254 hectares of riparian or wetland vegetation protection, 915 hectares of weed control, 142 hectares of grazing exclusion or control. Twenty-three wetlands or waterways were provided with 133 gigalitres of environmental water or managed consumptive flows to maintain or improve the environmental condition for targeted riverine species (e.g. fish, platypus, vegetation). Project activities build on a 20-year history of the CMA delivering large-scale waterway interventions.
- Moderate river inflows: National modelling undertaken by Australian National University (Figure 1) indicate generally moderate inflows, topped-up by large events. This shows the environmental importance of these events despite the potentially negative social impacts.

Annual river inflow

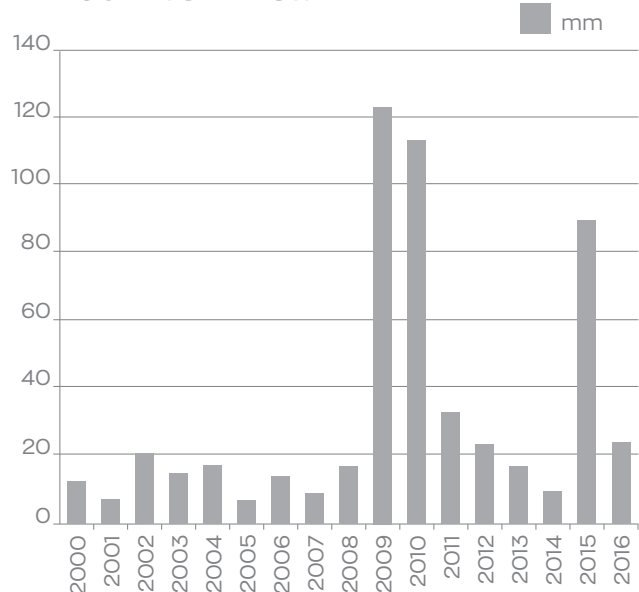


Figure 1 Annual river flows in north central Victoria

Total surface and subsurface runoff into the river as estimated by the OzWALD model-data fusion system.

Source:

Australia's Environment in 2017: National-scale, comprehensive information on the condition and trajectory of our environment. Developed by Australian National University – Fenner School of the Environment and Society.

Key data gaps or areas for future focus:

- Long-term funding and regular monitoring programs in place for key data collection such as the Index of Stream Condition or Index of Wetland Condition.

Case study **Native Fish Recovery Plan**

Challenge: Irrigation delivery streams have previously been overlooked for native fish recovery, yet they have enormous potential due to water security. The Native Fish Recovery Plan is pioneering in its philosophy compared to most river health projects: rather than trying to restore streams to a natural state, the Plan seeks to recover native fish populations within a vibrant irrigation area, without compromising other benefits to water users.

Approach: The plan is an innovative approach to improve the ecological conditions in three highly regulated anabranch systems of the Murray River by embedding fish restoration flows into irrigation flows. Using every drop twice: once to assist native fish and again to meet consumptive uses. The Plan's objectives are to increase native fish populations and create a world class native fishery in northern Victoria through managed environmental water flows, creating habitat and connectivity in the system and addressing threats to native fish populations such as fish loss to irrigation diversions.

Results: The full suite of works have been completed on Box-Pyramid Creek including the construction of a fishway; 32 re-instated woody habitat structures, targeted riparian restoration and the delivery of environmental flows for fish movement, feeding and breeding. RiverScan results (a citizen science macroinvertebrate monitoring project), have revealed a significant improvement in the ecological condition of the creek. Attractant flows have triggered movement of golden perch, silver perch and bony bream from the lower Loddon River through Pyramid Creek in to high quality habitat at Kow Swamp. Furthermore, Australia's first irrigation channel screens have been installed at the Cohuna Weir Pool. The screens will save over 5,000 native fish per day during the irrigation season from becoming trapped in the Cohuna Channel and lost from the breeding population in Gunbower Creek.

Key partners: Recreational anglers, private landholders, DELWP, Victorian Environmental Water Holder (VEWH), Goulburn-Murray Water (GMW), Gannawarra Shire Council, VRFish.

Biodiversity

Regional context

The North Central CMA region is one of Australia's most highly cleared and fragmented landscapes and while development has resulted in a productive and vibrant regional economy it is now crucial to protect and rebuild biodiversity assets for the future (North Central Regional Catchment Strategy 2013-19).

The region's eight bioregions are affected with three bioregions at less than 10 per cent of cover pre-European extent (Murray Mallee, Wimmera and Victorian Riverina). The Murray Fans bioregion has 20 per cent cover compared to pre-European vegetation, while the remaining three bioregions (Central Victorian Uplands, Goldfields and Northern Inland Slopes) have between 20–30 per cent of pre-European cover.

Benchmark conditions

Key indicators:

- Biodiversity (plant and habitat) value using NaturePrint.
- Project delivery and local knowledge.

North central Victoria is home to scattered areas of high biodiversity value (source: NaturePrint V3). While most of the high value areas are captured in existing parks and reserves, narrow bands along major streams illustrate the importance of riparian zones for the protection of biodiversity across the region. There is a relatively steady long-term incremental decline in areas affected by land clearing, livestock grazing, inappropriate land uses, invasive pest species and predicted increases in climate variability (North Central Regional Catchment Strategy 2013-2019).

Condition assessment

Annual Assessment – Biodiversity

2.



A largely neutral state. Events during the year have been significant but are within expected variation and will have only a small impact in the long-term.

Assessment explained:

- Investment in biodiversity protection encouraged activity in the North Central CMA region through the following projects: Protecting Remnant Grassy Ecosystems on the Riverine Plains; and Kooyoora Connections. With expenditure of \$882,000, the two projects delivered 16 kilometers of fencing, 60 hectares of revegetation, 653 hectares of weed control and 159 hectares of covenanting (permanent protection), plus planning and support activities. These continue build on a smaller, but steady program of CMA and partner-led biodiversity focused projects across the region.
- Research undertaken by Australian National University Australia's Environment in 2017: *National-scale, comprehensive information on the condition and trajectory of our environment. Developed by Australian National University – Fenner School of the Environment and Society* (Figure 2) shows a slow, but steady, increase in tree cover across the region from the 1970s to 2014, with a reduction in 2015–2016.
- Historical clearing and current farming practices have impacted the vegetation cover with approximately 15 per cent of cover remaining across the North Central CMA region, making it one of the most cleared regions in the country.
- There is some uncertainty as to the reduction in tree cover over the past two years. A possible explanation is the timing of the assessment could have occurred prior to significant rainfall in the region, reducing visible canopy. However, further work or research will need to be undertaken to fully understand the results.

Tree cover percentage

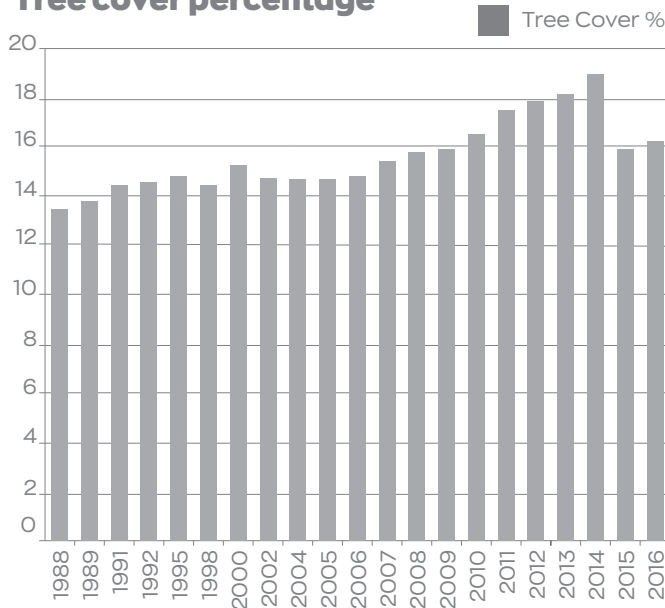


Figure 2 **Tree cover in north central Victoria**

Per cent of area classified as forest at 25-meter resolution mapping using Landsat imagery following the NCAS classification.

Source:

Australia's Environment in 2017: National-scale, comprehensive information on the condition and trajectory of our environment. Developed by Australian National University – Fenner School of the Environment and Society.

Key data gaps or areas for future focus:

- Long-term funding and regular monitoring programs in place to collect data to further understand vegetation extent and condition.
- A clear understanding of the extent and populations of threatened and important native species (both plant and animal).

Case study **Kooyoora Connections Project**

Challenge: To link areas of remnant vegetation in the Kooyoora region by converting marginal farming land into private conservation reserves.

Approach: Areas of marginal farming land that could contribute to natural vegetation connectivity were identified. Those landholders with targeted parcels of land were directly contacted and offered cash and on-ground works incentives to covenant their land. Only those parcels of land that had the potential to regenerate were prioritised.

Results: The project secured 450 hectares of covenants on private land that is now naturally regenerating as it is managed purely for conservation under an in-perpetuity agreement. The type of habitat that is regenerating is threatened grassy woodlands, including areas of rare Buloke woodland.

Key partners: Local landholders, Trust for Nature, Wedderburn Conservation Management Network, Bush Heritage Australia, Parks Victoria, Department of Environment, Land, Water and Planning.

Land and soils

Regional context

The land and soils of the North Central CMA region contribute to regional economic viability, provide water purification, carbon cycling and storage, support for biodiversity, resistance to erosion and an abundance of clean air and water. Government, conservation and community groups in north central Victoria are working together to protect the region's significant natural capital while also maintaining long-term agricultural productivity, access and opportunities for recreation and protection of important cultural values. Managing and improving soil health on private land is a key focus for enabling sustainable agriculture. While protection and improved management through agreements, covenants and management plans are important, parks and reserves are key components of a long-term approach for landscape scale management.

Benchmark conditions

Key indicators:

- Land managed for conservation, to understand permanently protected parts of the landscape, managed for natural values. This includes areas under private covenant.
- Percentage of exposed soil, to understand the area of the region at higher risk of wind and water erosion.
- DustWatch information.
- Project delivery and local knowledge.

Land that is permanently protected for natural values is quantified (Table 2), as this demonstrates the amount of the region that is secure. From an agricultural perspective, soil health would be an ideal dataset but is not currently available. As wind and water erosion are key risks for the region, exposed soil is used as a surrogate to understand the likely risk of large scale erosion events, while Dustwatch tracks the hours per month with above threshold particulates in the air; these could be caused by smoke or dust.

Land under permanent protection continues to rise, with additional covenants placed on title through Trust for Nature.

Table 3 Land managed for conservation

Protection type	Area covered (ha)	Additional area this year (ha)
National parks*	47,718 hectares	0 hectares
State parks*	20,713 hectares	0 hectares
Trust for Nature covenants (Figure 3)	11,816 hectares	196 hectares
Other*	346,549 hectares	0 hectares

* Data from Public Lands Management spatial dataset. 'Other' includes Commonwealth Land, Community Use Area, Earth Resources, Historic and Cultural Features Reserve, Land not required for Public Purposes, National Heritage Park, Natural Features Reserve, Nature Conservation Reserve, Not Reviewed, Plantation, Proposed national Parks Act, Regional Park, Services and Utilities, State Forest, Uncategorised Public Land, Water Production.



Hectares covenanted, per year

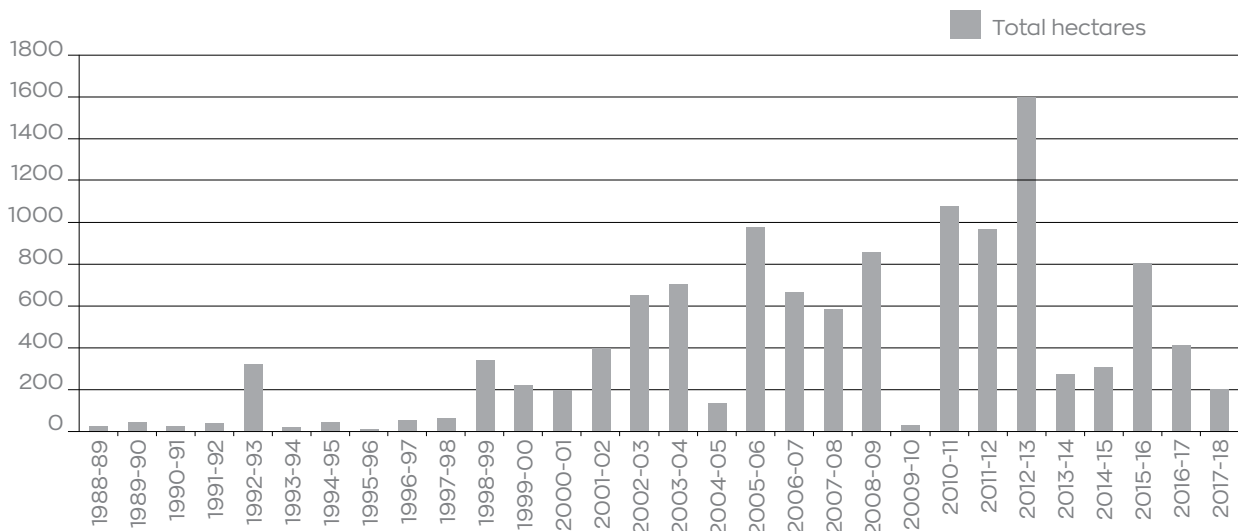


Figure 3 Annual hectares of Trust for Nature covenants, over time.

Land cover

Research presented in the Australian National University's *'Australia's Environment in 2017'* report indicates the annual percentage of soil that is unprotected by living vegetation - i.e. exposed to wind and water erosion (source: *Australia's Environment in 2017: National-scale, comprehensive information on the condition*

and trajectory of our environment. Developed by Australian National University - Fenner School of the Environment & Society) - in the North Central CMA region has fluctuated between 15 and 20 per cent since 2000 (Figure 4). The data for 2016 has dropped below this trend, reaching 13 per cent for the first time since 2000.

Percentage exposed soil

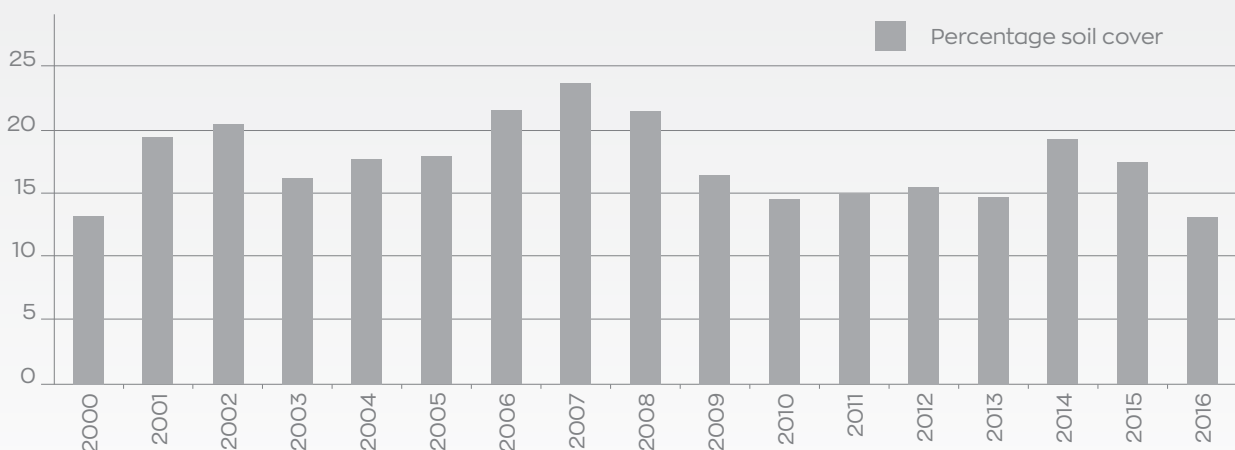


Figure 4 Percentage of exposed soil

Annual mean percentage of soil that is unprotected by living vegetation or litter as mapped from MODIS satellite imagery following the methodology of Guerschman and colleagues (CSIRO).

Source:

Australia's Environment in 2017: National-scale, comprehensive information on the condition and trajectory of our environment. Developed by Australian National University - Fenner School of the Environment and Society.

Dustwatch

North Central CMA has participated in the National Dustwatch program since 2011 with two instruments located at Wycheproof and Kamarooka (Figure 5). The instruments sample and analyse the atmosphere at 15-minute intervals, and report results to the Gunnedah Research Centre within the NSW Office of Environment and Heritage. The results permit an assessment of the

extent of wind erosion across the northern plains and foothills. The North Central CMA instruments form the southern-most component of a national network comprising 40 instruments. The 2017-18 financial year has relatively few instances of dust levels exceeding standard threshold levels (25 micrograms per cubic meter).

Loddon Plains (Kamarooka) monthly dust exceedance

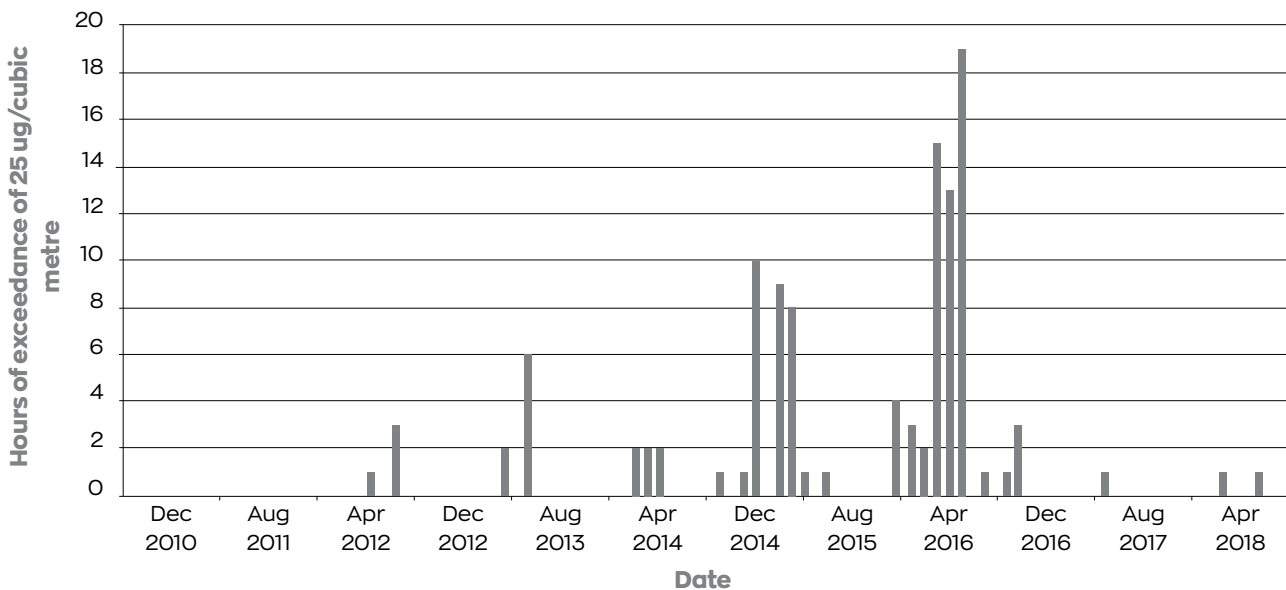


Figure 5 Monthly dust exceedance, at Kamarooka 2010-2018

The hours per month of dust exceeding 25 micrograms per cubic metre at Kamarooka. This is an indicator of wind erosion (or fire), caused by exposed soil.

Source:

DustWatch (<https://www.dustwatch.edu.au>), Australian Government funded and coordinated by the NSW Office of Environment and Heritage.

Condition assessment

Annual Assessment – Land and Soils

1.



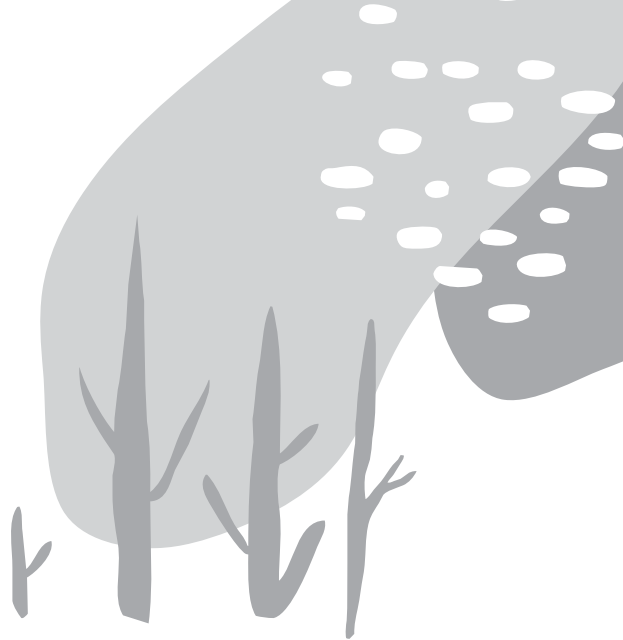
An optimistic future with evidence that events during the year will have a positive impact on the longer term.

Assessment explained:

- Investment in land and soil protection encouraged project activities in the North Central CMA region: Healthy Productive Irrigated Landscapes; Reporting and Accounting for Salinity; Farming for Sustainable Soils - Phase 2; Plan2Farm; and the Regional Landcare Facilitator. With expenditure just shy of \$2,000,000, these projects delivered engagement events with 1,116 participants, 103

property surveys and 56 property plans, 540 hectares of agricultural practice changes and 253 hectares of soil treatments, plus planning and support activities. These build on a smaller, but steady CMA-led program and activities delivered by state government departments and industry groups.

- Sub soil moisture levels (Figure 6) are relatively stable, indicating a recovery from loss of carbon matter content during the Millennium Drought.
- Exposed soil cover remains highly variable due to a combination of climatic conditions. Ground cover increase is likely to be a result of a combination of factors including spring rainfall in 2016 that resulted in further soil infiltration which increased ground cover.



Case study **Farming for Sustainable Soils**

Challenge: After 150 years of traditional agriculture, the soils of north central and northern Victoria are depleted in soil structure and this is impacting on the health of the resource. Salinity, wind and water erosion, compaction, and a host of other issues contribute to poor soil health and, in turn, reduces the productive capacity of the land and alters its hydrology. The situation is typically exacerbated by the inherent properties of soil landscapes including dispersion driven by a sodic predisposition.

Approach: From the outset the approach of Farming for Sustainable Soils recognised that the best opportunity to improve the soils of the region was to work with farming communities to have them assume the responsibility for the condition of the soils in their area. Accordingly, the approach adopted was community based. Farming communities in priority areas came together to build soil health programs suited to local conditions and local circumstances. In a partnership with the CMA, each group employed a part-time community facilitator to identify and implement an action plan targeted at addressing the local community's soil health issues.

Results: Over nine years, 14 FSS groups formed comprising more than 400 farmers. Through extensive soil sampling, laboratory analyses and field assessments each community came to understand the condition of the soils of their area (around 400 square kilometres). Each group understood the issues that they confronted, and each of them engaged in building their knowledge base through workshops with expert scientists brought in from around the nation. They used the information and knowledge to establish trials of promising practices in their quest for more sustainable land management. Each of these groups now forms a nucleus for land management change. Between January 2015 and June 2018, the project delivered 722 hectares of soil treatment, 3,202 hectares of agricultural practice change, nine soil health plans and engaged 1,268 participants in engagement events.

Key partners: The partnership between the North Central CMA and the groups is substantive, as is the intra-group partnerships that have formed within the participating farming communities. In most areas Landcare has also been a significant partner, commonly acting as the legal entity and banker for FSS groups. Numerous industry partnerships have included Agriculture Victoria, farm advisory providers and suppliers such as Elders and Landmark and many others.

Average soil water availability ■ mm

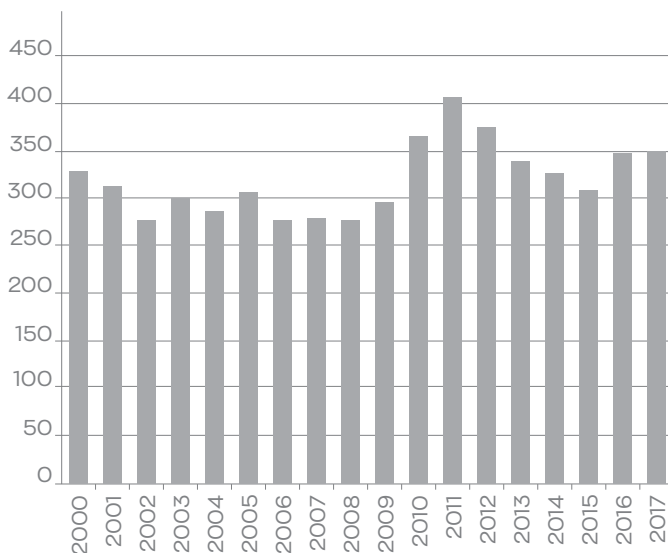


Figure 6 Average soil water availability

Average amount of water stored in the soil profile during the year as estimated by the OzWALD model-data fusion system.

Source:

Australia's Environment in 2017: National-scale, comprehensive information on the condition and trajectory of our environment. Developed by Australian National University – Fenner School of the Environment and Society.

Key data gaps or areas for future focus:

- Long-term funding and a regular monitoring program in place for soil health data collection (physical, chemical and biological) is a critical long-term management gap.

Community

Regional context

The health and wellbeing of the region's community benefits not only from visiting and staying in Victoria's many parks and reserves but also from participation in direct environmental action. The community in the North Central CMA region are active participants in a range of environmental activities that help improve the condition of the region's biodiversity and waterways and improve the way land is managed.

The North Central CMA engages directly with the community and helps support 10 Landcare networks and 165 Landcare (and other natural resource management (NRM) related community) groups. For instance, in 2017–18, 76 groups applied for up to \$150,000 of grants through the North Central Community Grants program – supported by the Victorian Government's Landcare Program.

Benchmark conditions

Key indicators:

- Community participation, to understand the number of people involved in NRM events and activities.
- Landcare Group Health scores, to understand the number of well-functioning Landcare groups in the region.
- Project delivery and local knowledge.

Having a knowledgeable, involved and active community around NRM issues is a key enabler for the implementation and maintenance of protection works and sensitive use of public spaces. Tracking this information assists the CMA in understanding the contribution of its activities.

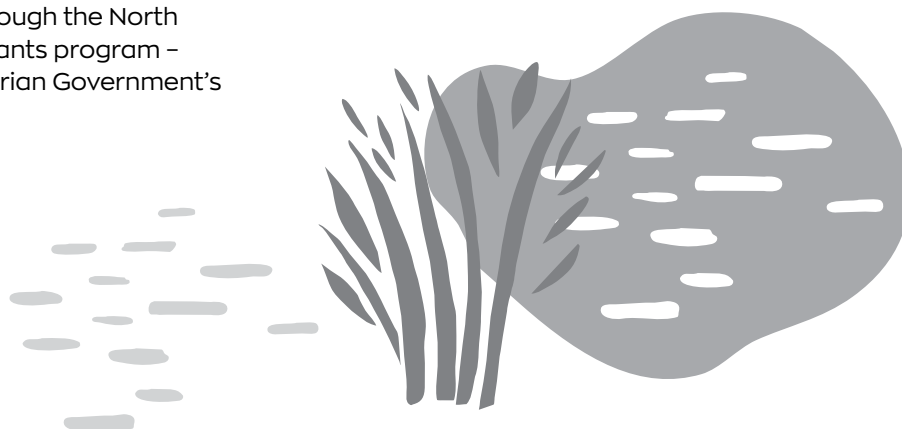


Table 4 **Annual and previous year participation counts.**
Source CMA unless acknowledged

Community participation		
Activity	Participation in 2017–18	Participants in 2016-17
Contributing to on-ground works	118 properties	66 properties
Attending skills and training events	671	1,074
Taking part in awareness raising activities	3,574	3,578
Working as collaborators in planning in decision making	1,123	1,172
Being consulted to help determine appropriate action	870	822

Group health score

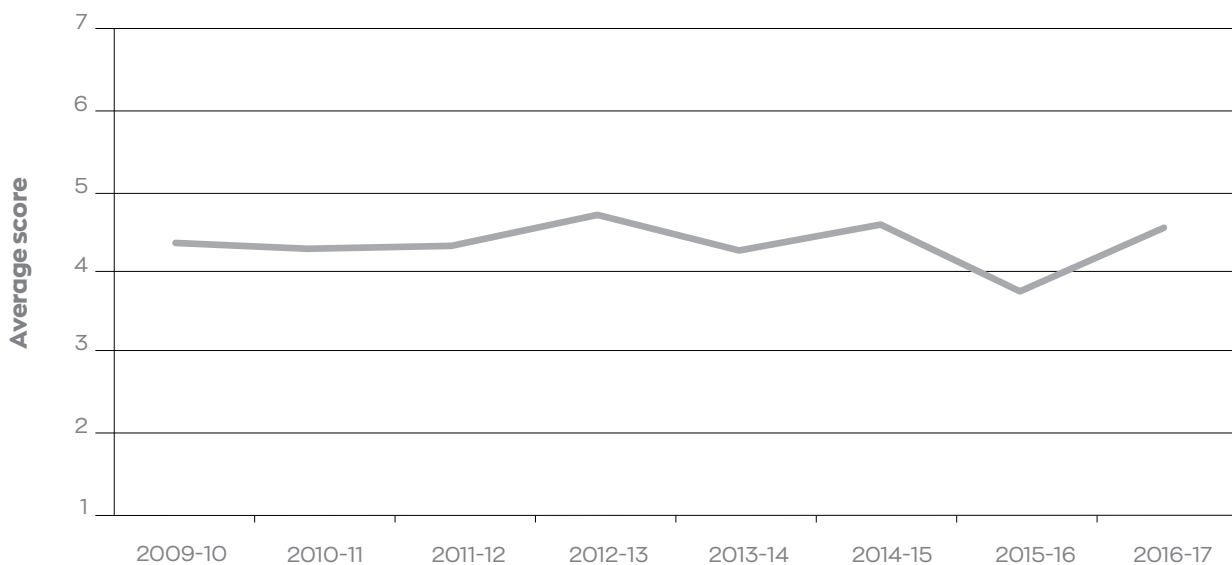


Figure 8 Landcare group health score

Condition benchmark

Annual Assessment – Community

1.



An optimistic future with evidence that events during the year will have a positive impact on the long-term.

Assessment explained:

- North Central CMA projects contributing to the assessment under the community theme include: Aboriginal Capacity Building Project; Victorian Landcare Grants; Regional Landcare Coordinator; National Landcare Grants; Regional Landcare Facilitator; North Central Waterwatch Program; River Detectives Program; Our Catchment, Our Communities and various water for Indigenous projects (including The Living Murray, Barapa Barapa Water for Country and Environmental Water Shared Benefits). With expenditure of just over \$1,000,000, these projects delivered a range of short-term and longer-term events and activities with over 2,200 participants, plus planning and support activities. The grants enabled community groups to deliver 25 kilometres of fencing, 383 hectares of revegetation and 236 hectares of weed control. The grants continue to support an active regional community that embraces the Landcare movement.

- Results for North Central CMA participation rates in NRM engagement events were similar to last year, with 6,290 participants reported in 2017–18, compared with 6,646 in 2016-17 (Table 3). This is likely to be a project design impact rather than funding related.
- Each year, Landcare groups are invited to complete a Landcare Group Health Survey. The survey captures group perceptions of their current health and activity levels. This year's survey results indicate an increase in self-assessed health (Figures 7 and 8).
- Significant funding was available to groups in addition to the Victorian Landcare Grants. The Victorian Government ran several grant rounds including Biodiversity Response Planning and Our Catchments, Our Communities Leadership Development Grants. The Australian Government also made grants available to groups through the National Landcare Program Environmental Small Grants and SmartFarms. In addition, local government and weed task force grants and other philanthropic opportunities were open to groups.

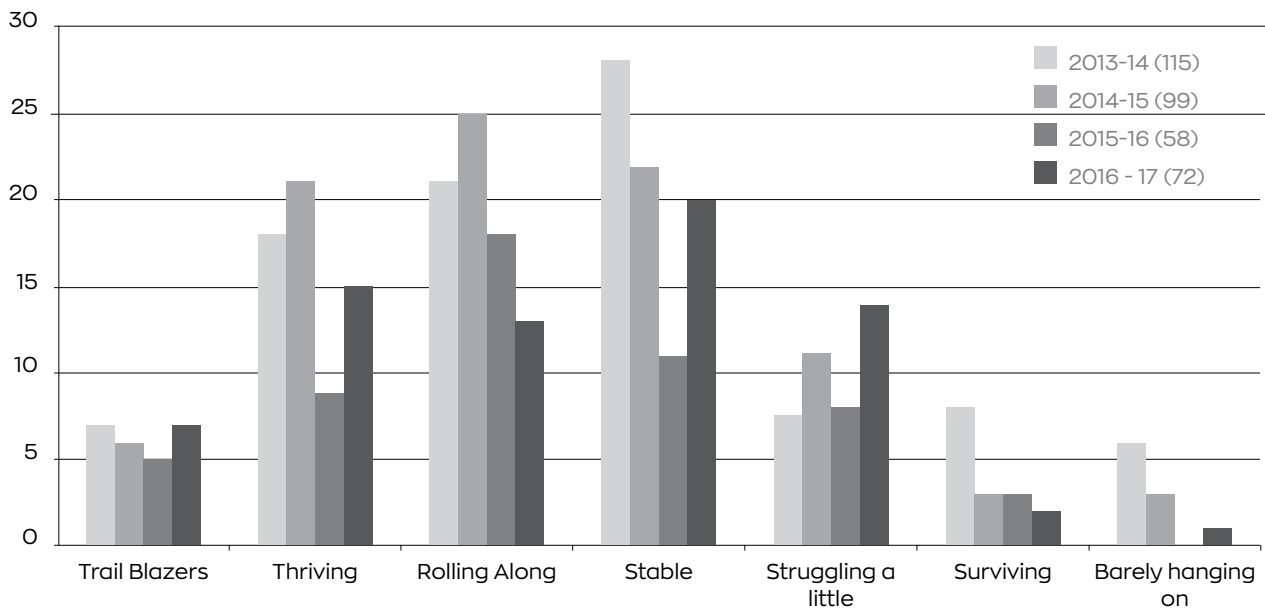


Figure 7 Landcare group health survey results

Key data gaps or areas for future focus:

- A second round of regional social benchmarking will establish data trend for further discussion.
- The use of event evaluation data to establish the number of participants who have increased their NRM skills, knowledge or awareness as well as those who intend to change management practices as a result of the increase.
- Some understanding of the urban population beliefs and values regarding NRM would be beneficial as these areas become a greater focus for the CMA.
- Understanding and tracking Traditional Owner social and environmental values over time would be advantages particularly as more groups gain recognition and settlement agreements are in place.

Case study **River Detectives**

Challenge: Waterwatch is a successful citizen science program bringing water quality messaging and hands-on education to the broader community and school-aged children. In a funding-limited environment, the challenge is how to continue the resource-heavy program to ensure future generations know the importance of river health.

Approach: River Detectives is an online-based resource that teaches the teachers how to deliver the core components of Waterwatch, as well as expanding the program to fit in with the school curriculum. For the past two years, the River Detectives pilot program has been run out in four CMA regions, and Melbourne Water. The aim is to make it statewide.

Results: Increased student participation with more than 150 schools and groups taking part, including primary and secondary school and community organisations. 273 educators attended 44 professional learning workshops to both develop their skills in sampling, monitoring for water quality, waterbugs, habitat and catchment health, which they went on to share with their students.

Key partners: North Central CMA, Corangamite CMA, North East CMA, Wimmera CMA, and Melbourne Water, Waterwatch Victoria, National Waterbug Blitz, The Waterbug Company and Federation University’s Centre for eResearch and Digital Innovation.

Outputs for 2017–18

The table below summaries North Central CMA outputs delivered against Department of Environment, Land, Water and Planning standard outputs for the reporting period.

Category	Output	Actual 2017/18	Actual 2016/17	Measure
Structural works	Channel	0	0	kilometres
	Water storage	41	25	of
	Pump	0	0	of
	Waterway structure	19	28	of
	Monitoring structure	11	9	of
	Fence	92	132	kilometres
	Visitor facility	4	7	of
Environmental works	Vegetation	2,747	2,281	of
	Weed control	1,959	12,847	hectares
	Pest animal control	33,911	9,190	hectares
	Soil treatment	722	141	hectares
	Earth works	0	43	of
	Rubbish removal	0	1,110	hectares
Management services	Grazing regime	0	2,065	hectares
	Agricultural practices	3,455	0	hectares
	Water regime	40	48	of
Planning and regulation	Approval and advice	3,564	2,171	of
	Management agreement	23	73	of
	Assessment	1,072	1,065	of
	Engagement events	7,088	7,006	participants
	Partnership	49	33	of
	Plan	74	42	of
	Publication	70	63	of
	Information management system	1	3	of

Key Initiatives and Projects

The following tables provide an overview of the North Central CMA's key initiatives and projects, as listed in the 2018-19 2022-23 Corporate Plan, and their outcomes and any significant deviations for the reporting period.

Environmental Assets

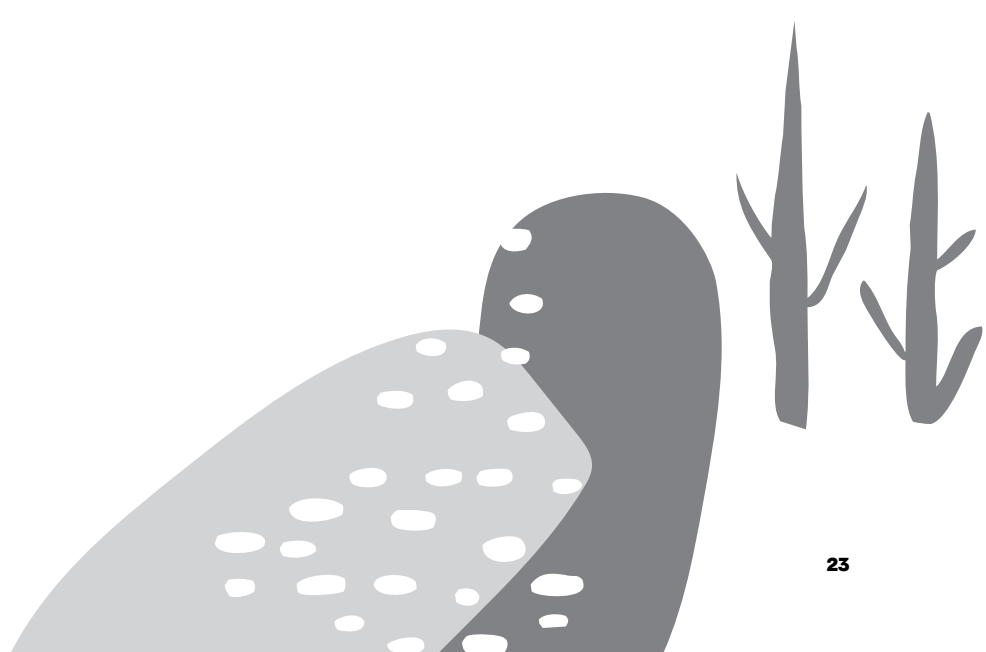
Description	Funding source	Outputs/outcomes	Significant deviations
Delivering Riparian Priorities			
Deliver a range of activities to improve waterway health, build capacity and support our community to ensure our region is reaching its full potential including a large river restoration project (Caring for the Campaspe) and Landcare support initiatives on riparian land as part of the annual Victorian Landcare Grants and the Riparian Action Plan Grants	Victorian Government – Victorian Water Program Investment Framework	Significant areas of riparian improvement have been implemented during the year. This includes large areas of willow control and fencing and revegetation.	Nil
Delivering on-ground Work Priorities			
Restore native fish populations through the Native Fish Recovery project. Continue sharing ideas, transferring knowledge, and collaborating on initiatives with Dja Dja Wurrung. Improve riparian conditions and management of Birch's Creek and the Upper Coliban waterways using traditional waterway management approaches and strategic partnerships and initiatives through the North Central CMA Priority Waterways project	Victorian Government – Victorian Water Program Investment Framework	Significant areas of riparian improvement have been implemented during the year. This includes large areas of willow control and fencing and revegetation. Constructed wetlands have been installed by Dja Dja Wurrung in Bendigo Creek as part of the Wanyarram Dhelk project.	Approval delays have slowed delivery of a deep pool installation in 12 Mile Creek. Approvals are to hand, and work is expected to complete before March 2019, to enable works to be delivered during low flows.
Protect Investment/Build Capacity			
Enhance river health outcomes achieved throughout the catchment by ensuring previous works are maintained and where possible improved by landholders.	Victorian Government – Victorian Water Program Investment Framework	Over 100 landholders were surveyed to understand any capacity needs to maintain works and review works condition.	Two-thirds of the intended assessments were completed due to this new approach rolling out in the first full year.
Protecting, Linking, and Enhancing Priority Remnants in the Kyneton Woodlands			
Protect, link and enhance nationally significant grassy woodland remnants through ecological management and restoration using buffer fencing, facilitated regeneration and revegetation, targeted pest control and the development of 10-year landholder management agreements. Increase education and raise awareness to support landholders to develop best practice approaches to native vegetation management	Australian Government – Biodiversity Fund	The project was finalised, with over 1,200 hectares of remnant woodlands protected or enhanced and nearly 300 hectares planted. Significant weed control, including in partnership with local government, was undertaken.	Nil

Description	Funding source	Outputs/outcomes	Significant deviations
Gunbower Forest Key Asset Protection			
Address the critical threats impacting on the forest's ability to support and maintain its ecological character, particularly relating to native habitat and vegetation condition and pest animal control within the forested environment and areas that adjoin the forest.	Australian Government - National Landcare Program (Phase 1)	The project was finalised with over 4,000 hectares of targeted fox control. This led to a 65-70 per cent reduction in raided turtle nests (in areas baited). Additional weed control, fencing and revegetation helped improve Ramsar values.	Nil
Kerang Priority Wetlands Protection			
Implement activities to address the critical threats impacting on the ability of six Ramsar wetlands to support and maintain their ecological character, particularly relating to native habitat and vegetation condition and pest animal control.	Australian Government - National Landcare Program (Phase 1)	The project was finalised this year with 1,929 hectares of revegetation in the Avoca Marshes to reinstate a canopy layer to these systems. Additional weed control, fencing and pest control helped improve Ramsar values.	Nil
Protecting Remnant Grassy Ecosystems on the Riverine plains			
Improve the condition of grasslands, grassy woodlands and seasonally herbaceous wetlands in the lower Loddon and Avoca catchments. Directly engage with Traditional Owners and improve community awareness and increase the knowledge and attitudes of key private land managers.	Australian Government - National Landcare Program (Phase 1)	The project was finalised with over 450 hectares of high-quality plains-wanderer habitat covenanted (permanently included in the National Reserve estate). Managed grazing ensures habitat is suitable for plains-wanderers. Supporting weeds control, fox control and revegetation activities were also undertaken across this area.	Nil
Kooyoora Connections			
Build landscape resilience and connectivity between Kooyoora State Park, Wychitella and Mt Korong Nature Conservation Reserves by protecting and enhancing three nationally significant listed ecological communities along the Sunday Morning Hills range. Build NRM skills, knowledge and Indigenous cultural awareness through engagement with Dja Dja Wurrung Enterprises to deliver on-ground works. Increase the capacity of local community groups, such as the Wedderburn Conservation Management Network.	Australian Government - National Landcare Program (Phase 1)	The project was finalised with nearly 450 hectares of high-priority woodlands permanently protected through covenants. Additional fencing, revegetation and weed control activities were also undertaken on adjacent public land to further improve the health of targeted woodlands.	Nil

Environmental Water

Description	Funding source	Outputs/outcomes	Significant deviations
Environmental Water Management			
Manage specific Victorian Environmental Water Holder entitlements for the Campaspe River (including the Coliban River), Loddon River System (including Tullaroop, Serpentine and Pyramid creeks) and 14 Central Murray and Mid Loddon wetlands, and seven Wimmera Mallee Pipeline wetlands. Collaborate with key partners, provide input to water policy, deliver technical investigations and respond to section 51 of the Water Act referrals. Ensure shared benefits for Traditional Owner Groups' cultural values, key recreational users and the regional economy.	Victorian Government – Victorian Water Program Investment Framework	The project delivered 133 gigalitres of water to 23 wetlands and waterways across the region. These environmental and consumptive flows helped improve the environmental condition for target riverine species (e.g. fish, platypus and vegetation).	Nil
Environmental Works and Measures			
Undertake investigations, planning and works to improve the management of environmental water and/or enhance its outcomes through the following projects over the next four years: <ul style="list-style-type: none"> • Tang Tang Swamp delivery infrastructure: approvals and construction. • Gunbower and Lower Loddon Fishways project. • Lake Eppalock outlet tower thermal curtain: feasibility, concept and detailed design, business case. • McDonald Swamp levee detailed design; approvals and construction. • Tragowel Swamp and Two Mile Swamp delivery infrastructure and detailed design/business case. 	Victorian Government	The project was not funded in the current round of projects.	Nil
The Living Murray 'Flooding for Life'			
Provide environmental flows to Gunbower Creek and restore regular flooding to Gunbower Forest through a combination of environmental watering, engineering works, monitoring, Indigenous partnership programs and community engagement.	Australian Government – The Living Murray	The project delivered 9,500 megalitres of environmental water to high priority wetlands with a focus on reducing carp populations and supporting aquatic vegetation growth.	Nil

Description	Funding source	Outputs/outcomes	Significant deviations
Guttrum-Benwell Forest Sustainable Diversion Limit Offset			
<p>Mimic a natural flooding regime to the forest, particularly to address the reduced frequency and duration of floods by delivering water to the forest and semi-permanent wetlands via inlets and levees to contain water on the floodplain.</p>	<p>Victorian Government – Sustainable Diversion Limits</p>	<p>The project successfully delivered preliminary investigations on flora and fauna values and cultural heritage in the proposed construction footprints; undertaken a variety of feature and topographical survey to inform concept designs and hydraulic modelling; and geotechnical investigations for borrow pits are awaiting planning permit approval. Actively engaged with adjacent landholders, a wide variety of local community, key stakeholders and Traditional Owners to increase their input and involvement.</p>	<p>Project was slowed due to Murray Darling Basin Plan progress and matters requiring policy guidance outside the control of the project.</p>
Gunbower National Park Sustainable Diversion Limit Offset			
<p>Enable the delivery of environmental water to the wetlands and forest of the Gunbower National Park to mimic a natural flood event, including the delivery of water to almost half of the permanent and temporary wetlands and river red gums with flood dependent understorey. Enhance infrastructure and channels to enable the provision of water to land that can currently not be watered by any other infrastructure.</p>	<p>Victorian Government – Sustainable Diversion Limits</p>	<p>The project successfully delivered supporting investigations critical to inform decisions around the new concept designs including: cultural heritage site locations, threatened flora and fauna, and large old trees; topographical survey has been completed to inform decisions around optimal siting of infrastructure. Actively engaged with adjacent landholders, a wide variety of local community, key stakeholders and Traditional Owners to increase their input and involvement.</p>	<p>Project was slowed due to Basin Plan progress and matters requiring policy guidance outside the control of the project.</p>



Sustainable Agriculture

Description	Funding source	Outputs/outcomes	Significant deviations
Healthy Productive Irrigated Landscapes			
<p>Implement the Loddon Campaspe Irrigation Region Land and Water Management Plan:</p> <ul style="list-style-type: none"> • Develop, coordinate and monitor an irrigation region Land and Water Management Plan and Drainage Management Plan. • Support development and management of water-use licences and associated Ministerial determinations. • Take responsibility for changes to Water-Use Objectives and Standard Conditions (including section 51 licence amendments). • Develop and implement Irrigation Development Guidelines. • Convene and coordinate Victorian Environment Protection Policy obligations for surface drainage to reduce river impacts. 	<p>Victorian Government – Victorian Water Program Investment Framework</p>	<p>The Benwell Surface Water Management Assessment was completed. The Loddon Murray Surface Water Management Strategy review was initiated. Whole Farm Planning continued, with increased uptake due to Goulburn Murray Water's Connections reset.</p>	<p>The Benwell Catchment Drainage review concluded that instead of constructing additional public drains, on-farm drainage could adequately minimise the risk of excess surface water impacts to productive agricultural land. A pilot project will be developed to focus on the Benwell Catchment.</p>
Reporting and Accounting for Salinity			
<p>Implement the Murray Darling Basin Salinity Management Strategy (BSM2030). Manage accountable actions for MD BSM2030 Salinity Registers. Contribute to Victoria's Annual Murray Darling Basin Salinity Management Strategy Report.</p>	<p>Victorian Government – Victorian Water Program Investment Framework</p>	<p>The project delivered a five-year workplan and begun implementation. Three low-risk catchment legacy of history catchment assessments were completed and endorsed by the Basin Salinity Management Advisory Panel.</p>	<p>Nil</p>
Farming for Sustainable Soils - Phase 2			
<p>A community-based approach to land protection and soil conservation to improve the soil health of the region by establishing soil health groups and, in partnership, develop a plan to address the primary soil health issues.</p>	<p>Australian Government – National Landcare Program (Phase 1)</p>	<p>The project delivered nearly 2,000 hectares of practice change and involved 643 participants from over 150 enterprises in improving skills and knowledge in soil management and sustainable agricultural practices.</p>	<p>Nil</p>
Plan2Farm			
<p>Support farming families to develop strategic plans with appropriate enterprise goals and make informed, confident and more timely farming decisions around farm layout and design; irrigation upgrades; infrastructure optimisation; water entitlements and tariffs; land area and configuration; agriculture type and scale; the people involved (family and labour); and if necessary, to exit farming with dignity.</p>	<p>Victorian Government – Victorian Water Program Investment Framework</p>	<p>The project delivered more than 50 workbooks. These planning sessions help farmers plan a different irrigation future or exit the industry in a dignified manner.</p>	<p>Uptake of workbooks has been slower than expected. A revised approach has been designed and implemented to increase take-up.</p>

Community Engagement and Strategy

Description	Funding source	Outputs/outcomes	Significant deviations
Aboriginal Capacity Building Project			
Work with Traditional Owners and the Aboriginal and Torres Strait Islander (ATSI) communities within the North Central CMA region to build shared capacity and delivery	Australian Government – National Landcare Program (Phase 1)	The project finished, having supported four Traditional Owner groups to deliver initiatives and be supported with training. Key projects included river restoration and healthy country plan development.	Nil
Victorian Landcare Grants			
Undertake Landcare grants process annually to provide funding to local Landcare priorities.	Victorian Government – Victorian Landcare Program	66 grants totaling \$171,780 were devolved from 2017–18 funding. This included 48 support grants and 17 individual, group or network project grants. Reporting from the entire 2016–17 Community Grants round resulted in 43 hectares of changed agricultural practices, 308 engagement event participants, 6 kilometers of fencing, 13 hectares of pest animal treatment, 3 publications, 117 hectares of revegetation and 11 hectares of weed control delivered.	Nil
Regional Landcare Coordinator			
Support Landcare groups and Landcare networks to undertake local NRM activities.	Victorian Government – Victorian Landcare Program	The Regional Landcare Coordinator supported and devolved the North Central Landcare Grants program and provided support to the region's Landcare community. Hosted several events including Chicks in the Sticks.	Nil
National Landcare Program Grants			
Focus on helping farmers improve farm sustainability.	Australian Government – National Landcare Program (Phase 1)	44 grants, totalling \$375,000 devolved across four years (three rounds). Key outputs included 189 hectares of revegetation, 26 kilometres of fencing and supporting community capacity by improving management of key assets. 13 grants totalling \$97,131 were devolved from the 2017-18 funding. Reporting from the entire 2016–17 Community Grants round saw 43 hectares of changed agricultural practices, 308 engagement event participants, six kilometers of fencing, 13 hectares of pest animal treatment, three publications, 117 hectares of revegetation and 11 hectares of weed control delivered.	Nil

Community Engagement and Strategy

Description	Funding source	Outputs/outcomes	Significant deviations
Regional Landcare Facilitator (RLF)			
Focus on helping farmers improve farm sustainability.	Australian Government – National Landcare Program (Phase 1)	The RLF project concluded, having worked with more than 449 farmers and Landcare members. Engaged 1,800 participants across three years to assist them improve their environmental and economic performance on-farm.	Nil
Waterwatch			
Work with community volunteers and schools to monitor waterways across the region.	Victorian Government – Victorian Water Program Investment Framework	The project continued to support regional citizen scientists to collect water quality information and ensure its validity through Quality Assurance/Quality Control training. In addition, partnerships were implemented with the Native Fish Recovery project and external participants to facilitate data for the Annual River Snapshot report for the Native Fish Plan area and the 20-year Waterwatch report.	Nil
River Detectives Program			
Work with primary schools to improve environmental understanding of our waterways.	Victorian Government – Victorian Water Program Investment Framework	The project engaged 101 schools and approximately 3,500 students across five regions of Victoria. Teachers were provided resources, training and support to deliver curriculum aligned water testing on local waterways.	Nil
Our Catchment, Our Communities			
Work with the community, government agencies and stakeholders to deliver integrated catchment management outcomes that align to the 2013–19 Regional Catchment Strategy.	Victorian Government – Victorian Water Program Investment Framework	The project delivered community-led environmental protection works at Kamarooka Wetlands, Long Swamp, in the Upper Coliban and planning in the Boort-Kinypanial catchment. Additionally, region-wide governance and communications were strengthened through the Catchment Partners Forum and the development of a Catchment Partnership Agreement.	Working in partnership with Dja Dja Wurrung Clans Aboriginal Corporation continues to progress one sub-project .
Barapa Barapa Water for Country			
Work with Traditional Owners to improve participation in the Victorian water planning and management frameworks through consultative structures that address the rights and interests of Victorian Traditional Owners	Victorian Government – Aboriginal Water Program	The project saw members of the Barapa Barapa Nations continue to lead and implement a project to understand and incorporate Traditional Owner values around environmental water in the Gunbower Ramsar site and surrounds.	Nil

Statutory Functions

Description	Funding source	Outputs/outcomes	Significant deviations
Regional Waterway and Floodplain			
Provide advice and support to local government and the community about flooding risks associated with new development to protect the community. Develop and implement the Regional Floodplain Management Strategy.	Victorian Government - Victorian Water Program Investment Framework	The team complied with the statutory functions regarding approving works on waterways permits and floodplain referrals. The Regional Floodplain Management Strategy was completed with recommended actions in progress.	Nil

Overarching focus for the next reporting period:

The North Central CMA is principally responsible for protecting and improving the health of the region's natural resources through partnerships in-line with the RCS and its approved plans and substrategies, and delivering its statutory responsibilities for waterway, rural drainage and floodplain management. The North Central CMA Corporate Plan 2018-19/2022-23 Corporate Plan articulates the CMA's direction and focus under three program approaches:

Delivery Program:

Business units within the Delivery Program are:

- Environmental Assets
- Environmental Water
- Sustainable Agriculture
- Community Engagement and Strategy
- Statutory Functions and Floodplain Management

The Delivery Program for each business unit aligns with the Business Outcome Framework underpinned by the Victorian Government's Outcome Framework.

Business Improvement Program

With a commitment to continual improvement and organisational development, the North Central CMA identifies and delivers a targeted suite of business improvement initiatives each year, some of which are the focus of effort over multiple years and some of which are shorter term. These initiatives focus on the people and culture, the processes and systems and the approaches and strategies that support our NRM activities and are informed by various sources including the Minister's

Letter of Expectations and an external Organisational Performance Excellence review completed in 2017. The following actions are identified business improvement initiatives identified in the 2018-19 2022-23 Corporate Plan:

- MERI Improvement
- Reconciliation Action Plan
- Innovation and Development
- Systems Improvement
- Leadership Capability Program
- Risk Management
- Diversity and Inclusion
- Catchment Partnership Development

Business Development Program

The Business Development Program proactively develops new opportunities for the Delivery Program by identifying and developing project concepts and business cases that respond to regional needs. Five project business cases have been developed with this approach to position the region for new NRM opportunities. These projects include:

- Carbon offsets
- Connected Nature
- Traditional Owner Engagement
- Sustainable Farming Model
- Soil Health

The North Central CMA has developed future project targets to ensure the organisation is well positioned for funding opportunities:

- Three solid project concepts per year
- Two business cases developed per year
- One business case approved per year

Five Year Financial Review

	2017-2018	2016-2017	2015-2016	2014-2015	2013-2014
	\$	\$	\$	\$	\$
Total revenue	15,738,716	16,521,389	15,454,535	18,911,129	21,801,185
Total expenditure	15,856,021	16,368,980	16,087,706	18,782,744	19,239,889
Total surplus/deficit	(117,305)	152,409	(633,171)	128,385	2,561,296
Current assets	8,912,328	9,402,291	9,870,785	9,775,097	9,009,131
Non-current assets	2,198,738	2,269,506	2,424,134	2,256,762	2,612,017
Total assets	11,111,066	11,671,797	12,294,919	12,031,859	11,621,148
Current liabilities	2,126,870	2,637,500	3,348,813	2,511,452	2,232,409
Non-current liabilities	98,751	93,547	157,765	111,865	108,582
Total liabilities	2,225,621	2,731,047	3,506,578	2,623,317	2,340,991

Current Year Financial Review

As at 30 June 2018, the North Central CMA recorded a \$0.12 million deficit from operating activities compared with a \$0.15 million surplus in 2016–17.

2017–18 saw \$14.9 million in project delivery expenditure against project revenue of \$14.5 million. \$1.6 million in project revenue was received in the last two weeks of the financial year that will be carried forward and delivered in 2018–19.

Corporate services and project support delivered in-line with budget expectations and cost recovery principles.

Operational and budgetary objectives and performance against objectives.

The North Central CMA reports against the state-wide key performance indicators and targets as prescribed by the Victorian Government for all Victorian CMAs as follows:

Performance area	Performance target	Achievement commentary	Result (key below)
Business management and governance	Submit annually a Board performance assessment report, according to any guidelines issued.	A Board performance report was submitted on 31 July 2017 and was compliant with DELWP guidelines.	✓
	A risk management strategy approved by the Board and being implemented.	The risk framework was reviewed and endorsed by the Board in May 2018. Implementation is ongoing.	✓
	100% of the CMA's policies and procedures reviewed every three years.	100% of North Central CMA policies and procedures are reviewed every three years.	✓
	Full compliance with all applicable requirements under the Standing Directions of the Minister for Finance 2016.	Fully compliant.	✓
Regional planning and coordination	A Regional Catchment Strategy approved by the Minister for Water.	At 30 June 2018 the 2013–19 Regional Catchment Strategy, which was gazetted by the Victorian Government on 16 May 2016, was in its fifth year of implementation.	✓
	A Stakeholder and Community Engagement Framework approved by the Board.	At 30 June 2018 the North Central CMA Engagement Strategy 2017–19 is in its second year of implementation.	✓
	A Regional Landcare Support Plan approved by the Board.	At 30 June 2018 the 2014–18 North Central Regional Landcare Support Plan was in its final year of implementation. A 2018–23 Regional Landcare Support Plan draft has been drafted and is expected to be endorsed by December 2018.	✓
	A Regional Waterway Strategy approved by the Board.	At 30 June 2018 the 2014–22 North Central Regional Waterway Strategy was in its fourth year of implementation. A mid-term review was initiated.	✓
	A Regional Floodplain Management Strategy approved by the Board.	At 30 June 2018 the 2018–28 Regional Floodplain Management Strategy was in its first year of implementation. The Strategy was approved by the Board in March 2018.	✓
	Land and Water Management Plans (LWMP) in designated irrigation areas (or equivalent) approved by the Board.	At 30 June 2018 the 2011–26 Loddon Campaspe Irrigation Region Land and Water Management Plan was in its sixth year of implementation.	✓

Performance area	Performance target	Achievement commentary	Result (key below)
Regional planning and coordination	The regional contribution to the Annual Report on salinity management activities and the allocation and update of salt disposal entitlements is submitted to the department by 31 July or as otherwise directed by the department.	The North Central CMA complied with its Basin Salinity Management 2030 obligations by providing the 2016–17 Annual Report on time and has managed salinity credits for the region within our allocation. The Board approved BSM 2030 Annual Report was provided to DELWP in October 2017 and presented to the independent auditors in November 2017.	✓
Regional delivery	Progress with implementation of the RCS (and its major sub-strategies) is reviewed by the board annually.	At 30 June 2018, on behalf of the Board, the Strategy Implementation Committee had undertaken an annual review of implementation progress against the North Central RCS.	✓
	Projects / activities to implement the RCS are delivered and reported according to associated funding agreements.	All North Central RCS annual actions were implemented. The protection of 32 of 42 priority assets were progressed during the reporting period and all activities were reported according to funding agreements.	✓
	Projects / activities to implement the Regional Waterway Strategy and the Regional Floodplain Management Strategy are delivered and reported according to associated funding agreements.	All projects/activities to implement the North Central Waterway Strategy were delivered and reported according to funding agreements. The North Central Regional Floodplain Management Strategy 2018–28 was approved by the Board and implementation has begun.	✓
	Projects / activities to implement the Land and Water Management Plan (LWMP) are delivered and reported according to associated funding agreements.	As at 30 June 2018, the 2011-26 Loddon Campaspe Irrigation Region Land and Water Management Plan was in its sixth year of implementation.	✓
Statutory functions under Part 10 of the Water Act 1989.	Ninety per cent of statutory requirements (permits, referrals, advice and licences) associated with waterway and floodplain management are responded to within the prescribed period.	More than ninety percent of statutory responses associated with waterway and floodplain management were responded to within the prescribed period.	✓
Statutory functions under Part 11 of the Water Act 1989.	Ninety per cent of statutory requirements (permits, referrals, advice and licences) associated with irrigation management are responded to within the prescribed period.	Nil referrals received.	✓

Key to result:

- ✓ = performance target achieved or exceeded or expected to be achieved
- = performance target not achieved – exceeds 5% variance
- = performance target not achieved – within 5% variance

Other North Central CMA initiatives

Performance area	Performance target	Achievement commentary
MERI Improvement	<p>Review the performance report/program logic side of MERI and develop an approach for theories of change.</p> <ul style="list-style-type: none"> Theories of change June 2017. MERI review September 2017. 	<p>An exemplar Theory of Change for riparian interventions was developed by June 2017.</p> <p>A review of key MERI approaches was completed by September 2017, including Program Logic and Project and Strategy Performance Reporting.</p>
Cultural Competencies program	<p>Improve cultural competencies and compliance, including development and implementation of a Reconciliation Action Plan.</p> <ul style="list-style-type: none"> All members of corporate family have completed cultural competency training by 30 September 2017. Cultural competencies development program finalised by December 2017. Reconciliation Action Plan endorsed by Board by June 2018. 	<p>All staff and Board members participated in cultural awareness training session with Dja Dja Wurrung during the reporting period. A Board approved Reconciliation Action Plan has been submitted twice to Reconciliation Australia for their endorsement. A draft Cultural Competencies Framework has been developed.</p>
Future Growth Opportunities Development program	<p>Ensure an aligned and strategic view of our strategies and plans with a diverse funding landscape and position the region for sustained and increased investment in NRM activities.</p> <ul style="list-style-type: none"> Development of line-of-sight decision support tool. Identification and development of priority projects by 31 December 2017. 	<p>A line-of-sight and decision support tool was completed. This was integrated into a draft Project Management Framework. The project also contributed to the identification of a more holistic organisation performance measurement approach. As such, an Organisational Performance Framework was approved by the Board for implementation in the 2018–19 Corporate Plan. Five priority projects were identified from the Future Growth project. Several components of one priority project was delivered during the year. Further development was undertaken on the remaining five.</p>
Information and Communication Technology strategy	<p>The Information and Communication Technology (ICT) strategy will provide guidance to the organisation on the direction for technology related investment during the 2017 – 2020 period.</p> <ul style="list-style-type: none"> Strategy progress in line with final agreed ICT Strategy roadmap (roadmap to be completed and Board endorsed by September 2017). 	<p>Delivery of key initiatives (including software and hardware upgrades) was achieved as per the strategy and roadmap, with timely approvals from the Board.</p>
Leadership Capability program	<p>Development of a capability framework to identify and develop our people and their leadership capabilities that the organisation requires now and into the future.</p> <ul style="list-style-type: none"> Program developed by August 2017 for implementation in the 2017–18 performance cycle. Each staff member has a tailored development plan and has completed at least one action by June 2018. 	<p>The Pursue your Potential Development Framework was developed, launched and training was provided to staff on 8 August 2017.</p> <p>Staff have created tailored development plans, and 73 per cent of staff completed at least one action by 30 June 2018.</p>

Significant Changes in Financial Position

There were no significant matters which affected the North Central CMA's financial position during the reporting period.

Significant Changes or Factors Affecting Performance

There were no significant changes or factors which affected the North Central CMA's performance during the reporting period.

Capital Projects

The North Central CMA does not manage any capital projects.

Significant Grants and Transfer Payments

In the 2017–18 reporting period the North Central CMA provided grants totalling over \$406,169 to 89 community groups with funding from the Victorian Government's Victorian Landcare Grants Program, Regional Riparian Action Plan and the Australian Government's National Landcare Program (Appendix 2).

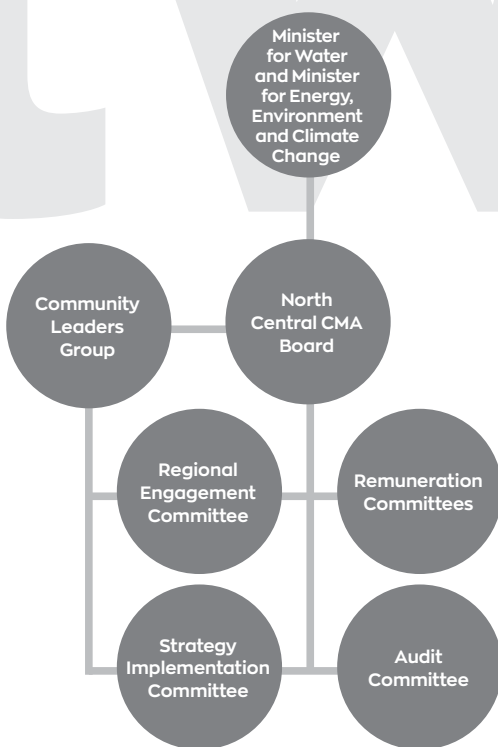
Subsequent Events

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



PART 2: GOVERNANCE AND ORGANISATIONAL STRUCTURE

Organisational Structure and Corporate Governance Arrangements



Governing Board

Julie Miller Markoff
CASTLEMAINE

Julie is non-executive Director, change architect, and advocate for regional prosperity.

Julie was first appointed as a Director of the North Central CMA Board in 2013 and Chair in October 2017. She has Chaired the Audit and Risk subcommittees, and the community advisory Community Consultative committee.

Julie is a highly experienced business and cultural innovator who creates value, builds social permission and engagement, and leads transitions.

She offers sage, bold and comforting advice to leaders to find and take up new ways. She recently founded and is Director of Governance of bHive co-operative (www.bhive.coop), Australia's first platform cooperative.

She has a Master of Applied Science in Innovation with further post graduate studies in creative and transformative leadership and is a member of the Australian Institute of Company Directors.

Julie is committed to making sustainable investments in NRM, creating shared benefits from water use, and broadening stewardship of catchments through communities and partnerships.

Charlie Gillingham**LAKE CHARM**

Charlie is an irrigation/dryland farmer from Lake Charm, the former Chair of the Natural Resource Management Committee and has been associated with the North Central CMA in an advisory role since 2004. He has strong links within the irrigation industry and a current member of the Goulburn Murray Water Torrumbarry Water Services Committee and an active contributor in local water issues.

Charlie is enthusiastic about encouraging greater community awareness and participation in natural resource management issues. He believes we live in a wonderful region full of exceptional environmental assets that need to be maintained and enhanced for future generations to enjoy.

Charlie is a Gannawarra Shire councillor, a Board member of Northern District Community Health and is also involved in numerous local community groups.

Graham Atkinson**DJA DJA WURRUNG**

Graham is a Dja Dja Wurrung Traditional Owner and Yorta Yorta man. He gained a Bachelor of Social Work and Arts degree from the University of Melbourne in the 1970s and an MBA from RMIT University in the early 1990s.

He is a graduate of the Australian Institute of Company Directors program (2013) and is an accredited mediator under the National Mediation Association (2013). He is principal consultant at Atkinson Consulting Group with more than 29 years consulting with government and Indigenous communities on land justice, native title, natural resource management, cultural heritage and economic development issues.

Graham is currently a Director on Native Title Service Victoria, a Director on the Victorian Federation of Traditional Owners Corporation and chairs its subsidiary, Barapa Pty Ltd: a joint venture with Cockram Constructions. He is a Director on Dja Dja Wurrung Clans Aboriginal Corporation, Director on Djandak Enterprises Pty Ltd. Graham Chairs the Dhelkunya Dja Land Management Board under the Recognition and Settlement Agreement between the Corporation and Victorian Government. He served on the National Board of the Indigenous Land Corporation from 2011–2015 including as Director on its subsidiaries, the National Indigenous Pastoral Enterprise and National Centre for Indigenous Excellence.

In 2018 Graham was appointed to the newly established Board for the Judicial Commission of Victoria as a community member and was appointed to the Inner Metropolitan Partnerships Panel in May 2018.

Julie Slater**CORACK EAST**

Julie Slater is a partner in her family farming enterprise at Corack East that specialises in dryland cropping and land production. She is also the Managing Director of JLS Consulting, a boutique public relation, marketing, strategic planning, community development and engagement consultancy.

Julie is an experienced company Director and is the current Chair of Women's Health Loddon Mallee. Past roles include Chair of Victorian Regional Community Leadership Programs Inc., Treasurer of Community Leadership Australia, and Director of Buloke Community Enterprises.

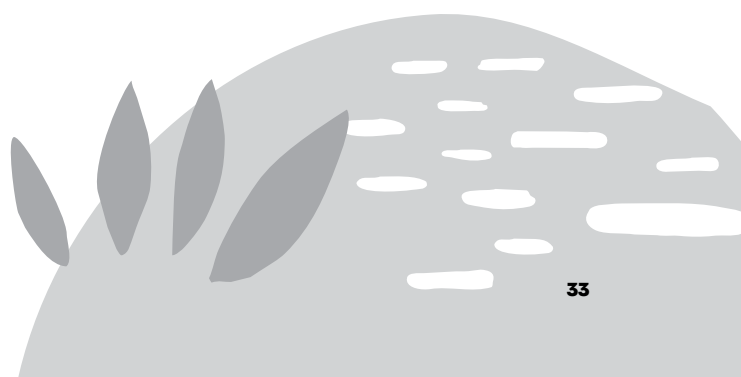
Julie was appointed to the Board in 2011 and is currently deputy Chair, Chair of the Strategy Implementation Committee, and Chair of the Remuneration Committee. She is passionate about achieving balance between environmental, social, and economic values for our rural communities and Australian agriculture.

Richard Carter**NEWLYN**

Richard operates a rural water consultancy and water brokering business, which he combines with a small berry farm from his property at Newlyn. He is an active member of his local Landcare group, as well as various other community organisations.

He has spent many years involved in natural resource management, predominantly in the water industry which has sharpened his interest in the health of the rivers and waterways of the area, as well as the groundwater resources below us. As a part-time primary producer, he is also passionate about sustainable agriculture and the vital role it plays in the economic life of central Victoria and Australia.

Richard is currently a member of the Goulburn Murray Water Loddon Campaspe Regional Water Service Committee and was previously a member of the Natural Resource Management Committee. He is also an executive member of the Australian Water Brokers Association.



Susan Jackson
ST ARNAUD

Susan and her husband operate a broad acre grain and hay enterprise in the west of the catchment. She has a background in teaching, with more than 20 years' experience in education, training and leadership.

Susan has written and published a series of children's farm books, promoting agriculture through education. She also has experience in community capacity building, community consultation and project work. She is focused on actively encouraging community voice and the participation of youth.

Susan holds a Bachelor of Education (Primary) and a Master of Education and was appointed to the North Central CMA Board in 2017.

Trish Kevin
BLAMPIED

Trish has a background as a community engagement manager and has extensive experience in catchment and land protection.

She has worked for almost 30 years in various roles including hydrogeological research, biodiversity enhancement, revegetation and private forestry extension, nursery and seed bank management.

She also has had roles in Landcare education, waste mitigation and energy efficiency across central and western Victoria.

Trish is passionate about sound catchment management and ensuring that rural communities have opportunities to participate in catchment protection issues and programs. She has a Bachelor of Forest Science, Graduate Certificate of Farm Forestry, Certificate IV Workplace Training and Assessment and was a Churchill Fellow in 2006.

Trish was appointed to the North Central CMA Board in 2017.

Efim Tkatchew
ASHBOURNE

Efim is a Finance Executive for a company that invests and manages infrastructure, including global water assets and has extensive experience in the finance and banking sector.

He and his wife are involved in small-scale mixed agriculture, and are committed to balancing environmental, social and economic benefit for rural communities.

Efim holds a Bachelor degree in Commerce, a Master of Business Administration, is a member of the Institute of Chartered Accountants and a graduate member of the Australian Institute of Company Directors.

Efim was appointed to the North Central CMA Board in 2017.

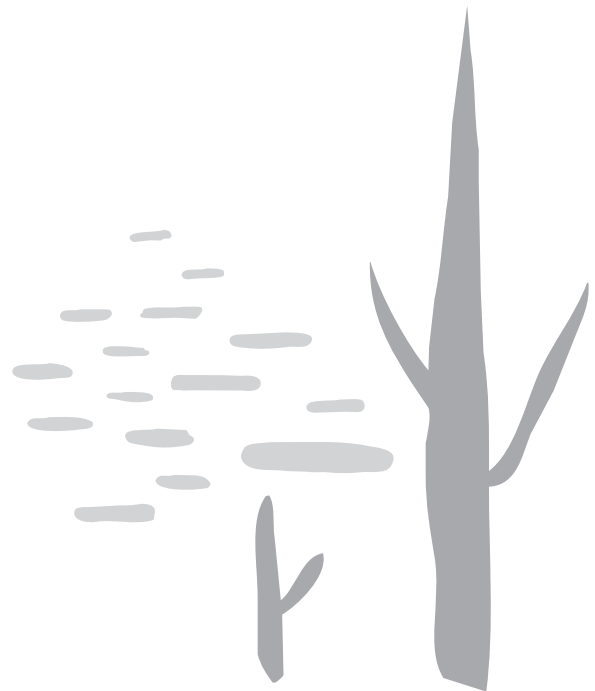
Sally Mitchell
TORRUMBARRY

Sally lives and works on her family dairy farm and has worked in education and the dairy industry for most of her adult life.

To her, local catchments are diverse and things of natural beauty, and their health should be at the forefront of those who live in them.

Sally holds a Bachelor of Social Science, a Graduate Diploma of Education, a Graduate Certificate in Australian Rural Leadership and has completed the Australian Rural Leadership Program.

Sally was appointed to the North Central CMA Board in 2017.



David Clark**BET BET**

David was the Chair of the North Central CMA Board from August 2011—30 September 2018. He was succeeded by current Chair Julie Miller Markoff.

David has qualifications in agriculture and rural development. He operates a diverse 500-hectare property at the headwaters of the Bet Bet creek and works as coordinator for two Landcare Networks.

David is Mayor of the Pyrenees Shire Council and Board member of Conservation Volunteers.

Melanie McCarthy**FAIRLEY**

Melanie has more than 20 years' experience in the resources industry where she works full time as a general manager.

Melanie holds Bachelor qualifications in Arts, Engineering, a Masters in Engineering Science and is a graduate member of the Australian Institute of Company Directors. With her partner she manages a mixed irrigation and dryland farming operation at Avonmore and Fairley and is committed to sustainable practices and environmental improvement.

Prue Milgate**SERPENTINE**

Prue holds qualifications in Business and Agriculture and has completed the Australian Rural Leadership Program.

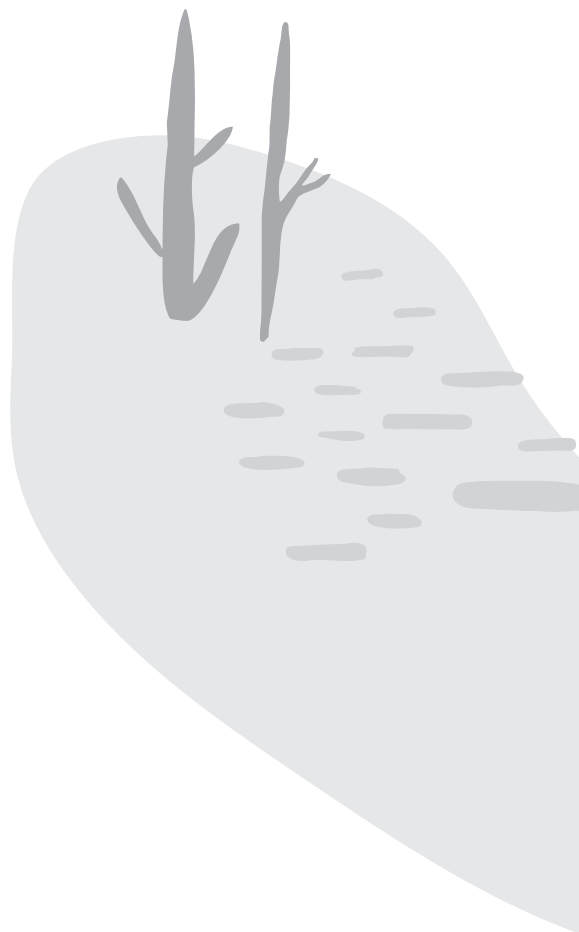
She has an extensive background in working to promote agriculture to the next generation and is a member on various Ministerial advisory committees. Prue has sat on selection panels for the Victorian Women's Honour Role and the Victorian Rural Woman of the Year. She is also an active member of the Serpentine Recreation Reserve Committee of Management and the Department of Economic Development, Jobs, Transport and Resources' Institutional Biosafety Committee.

As a primary producer and irrigator operating along the banks of the Loddon River she is passionate about catchment health.

Dianne Bowles**MEAD**

Di is a dairy farmer and irrigator with a long history of community and dairy industry engagement. She has a passion for the dairy industry and is keen for everyone, particularly women, to have their say in the future of the region. She is a keen user and supporter of social media and in 2016 created the very successful Facebook group "Show Some Dairy Love".

Di is a graduate member of the Loddon Murray and Dairy Australia and Murray Goulburn Suppliers Leadership programs and is involved in many off -farm pursuits and is a graduate of the Australian Institute of Company Directors. She is a member of the North Central CMA's Community Leaders Group.



Board member meeting attendance 1 July 2017 –30 June 2018

Board Member	Term	Full Board meetings	Out-of-session
Julie Miller Markoff (incoming Chair)	1 October 2017–30 September 2021	9 of 9	3 of 3
Julie Slater (deputy Chair)	1 October 2011–30 September 2019	9 of 9	2 of 3
Graham Atkinson	27 October 2015–30 September 2019	6 of 9	1 of 3
Richard Carter	27 October 2015–30 September 2019	8 of 9	2 of 3
Charlie Gillingham	27 October 2015–30 September 2019	9 of 9	3 of 3
Susan Jackson	1 October 2017–30 September 2021	6 of 6	1 of 1
Patricia Kevin	1 October 2017–30 September 2021	6 of 6	1 of 1
Sally Mitchell	1 October 2017–30 September 2021	5 of 5	1 of 1
Efim Tkatchew	1 October 2017–30 September 2021	6 of 6	0 of 1
David Clark (Chair)	August 2011–September 2017	3 of 3	2 of 2
Dianne Bowles	October 2013–September 2017	3 of 3	2 of 2
Melanie McCarthy	July 2009–30 September 2017	3 of 3	1 of 2
Prue Milgate	October 2011–30 September 2017	3 of 3	2 of 2

Notes:

No Board meetings held in November 2017, January 2018 or May 2018.

The Board is supported by the Chief Executive Officer (CEO), Brad Drust, and Executive Assistant, Vanessa Murray.

All Board member absences were approved by the Chair of the North Central CMA Board.



Audit and Risk Committee Membership and Roles

The Audit and Risk committee's responsibilities are set out in Standing Direction 3.2.1.1. Key responsibilities are to:

- Review and report independently to the Board on the Annual Report and all other financial information published by the North Central CMA.
- Assist the Board in reviewing the effectiveness of North Central CMA's internal control environment covering: effectiveness and efficiency of operations; reliability of financial reporting; and compliance with applicable laws and regulations.
- Determine the scope of the internal audit function and ensure its resources are adequate and used effectively, including coordination with the external auditors.

- Maintain effective communication with external auditors, consider recommendations made by internal and external auditors and review the implementation of actions to resolve issues raised.
- Oversee the effective operation of the organisation's risk management framework.

Members are appointed by the Board, usually for a three-year term, and are subject to the committee's Terms of Reference.

Meetings are generally held bi-monthly and at any other time on request of a committee member or the internal or external auditor. In 2017–18, the committee met seven times. Attendance of committee members is detailed in the table below.

Audit Committee membership and roles

The members of the audit committee in 2017–18 are detailed in the table below.

Audit and Risk Committee membership and meeting attendance 2017–18

Name		Term	Attended	Eligible to attend
Graham Atkinson (Chairperson)	Independent	1 July 2017 to 30 June 2018	5	7
Julie Miller Markoff		5 December 2017 to 30 June 2018	5	5
Richard Carter	Independent	1 July 2017 to 30 June 2018	6	7
Susan Jackson	Independent	5 December 2017 to 30 June 2018	5	5
David Clark		1 July 2017 to 30 September 2017	2	2
Prue Milgate	Independent	1 July 2017 to 30 September 2017	2	2

Board Committees

The Board has five other sub-committees: Remuneration Committee; Regional Engagement Committee; Strategy Implementation Committee; Community Consultative Committee (July-December 2017) and the Community Leaders Group (February 2018 - current).

Remuneration Committee

The purpose of the committee is to:

- Assist the Board in fulfilling its corporate governance responsibilities.
- Oversee the remuneration and incentive policies for the CEO and to ensure they meet GSERP rules and guidelines.
- Oversee the CEO's work plan and annual performance appraisal.
- Develop a succession plan for the CEO role.
- Other matters as requested by the Board.

Membership and attendance:

Julie Slater (Chair)	1 of 1
Charlie Gillingham	1 of 1
David Clark	N/A
Julie Miller Markoff	1 of 1

Notes:

Membership changed from 30 September 2017 from David Clark to Julie Miller Markoff

In February 2017, the Remuneration Committee appointed a *Recruitment sub-committee.

***Recruitment Sub-Committee (February—May 2018)**

The committee was established by the Remuneration Committee for the short-term purpose of overseeing a recruitment process for the appointment of the Chief Executive Officer.

Membership and attendance:

Julie Miller Markoff	4 of 4
Charlie Gillingham	4 of 4
Julie Slater	3 of 4

Regional Engagement Committee

The purpose of the committee is to:

- Oversee the review and renewal of the North Central CMA Engagement Strategy and monitor its implementation.
- Strategically analyse, develop, monitor and coordinate approaches and practices in relation to the way the CMA engages with its partners, stakeholders and the general community.

Membership and attendance:

*Dianne Bowles	1 of 1
*Melanie McCarthy	1 of 1
*Rebecca Edwards	1 of 1
Ted Gretgrix	4 of 4
*Graham Atkinson	1 of 2
*Julie Slater	3 of 3
*Sally Mitchell	2 of 2
*Patricia Kevin	2 of 2

Note:

* Change in membership

Strategy Implementation Committee

The purpose of the committee is to:

- Support the North Central CMA to deliver on the strategic direction of the North Central RCS and sub-strategies.

Membership and attendance:

*Julie Slater	2 of 2
Richard Carter	4 of 4
Colin Smith	2 of 4
*Ron Cosgrave	2 of 2
Charlie Gillingham	3 of 4
*Efim Tkatchew	2 of 2

Note:

* Change in membership



Community Consultative Committee (CCC) 1 July 2017—31 December 2017

The purpose of the committee is to:

- Support the Board and the organisation, from a community perspective, in the effective implementation of region-wide programs and projects.

Membership and attendance:

Julie Miller Markoff	3 of 3
John Cable	3 of 3
Ken Coates	3 of 3
Ron Cosgrave	2 of 3
Alan Denehey	2 of 3
*Rebecca Edwards	1 of 1
Ted Gretgrix	3 of 3
Ron Kelly	3 of 3
Rob Loats	3 of 3
John Nelson	2 of 3
Colin Smith	3 of 3
**Deborah Webster	2 of 2

Notes:

*Resigned 31 August 2017

**Resigned 11 October 2017

Nominated CCC members attend the Regional Engagement Committee and Strategy Implementation Committee meetings.

Community Leaders Group (CLG)

The Board reviewed the effectiveness of the CCC in mid-2017. Results from the review informed a new community engagement governance approach. The CCC was dissolved in December 2017 and replaced by the CLG.

Following a recruitment process for membership on the CLG, that included nominations from previous CCC members, the CLG was established in February 2018 and met for the first time in June 2018.

The purpose of the committee is to:

- Provide Community Leader Group members with an opportunity to learn about the work of the North Central CMA, to share information and ideas.
- Provide the North Central CMA with access to a group that can provide advice on whole of region strategic matters as required, from a community perspective.

Membership and attendance:

Julie Slater	1 of 1
Di Bowles	1 of 1
Ken Coates	1 of 1
Ron Cosgrave	1 of 1
Alan Denehey	1 of 1
Neville Goulding	1 of 1
Ted Gretgrix	1 of 1
Colin Smith	1 of 1
Ellen White	1 of 1



PART THREE:

WORK FORCE DATA

Employment and Conduct Principles

The North Central CMA is committed to applying merit and equity principles when appointing staff. The selection processes ensure applicants are assessed and evaluated fairly and equitably on the basis of the key selection criteria and other accountabilities without discrimination. Employees have been correctly classified in workforce data collections.

Public Sector Values and Employment Principles

The *Public Administration Act 2004* established the Victorian Public Sector Commission (VPSC). The VPSC's role is to strengthen public sector efficiency, effectiveness and capability, and advocate for public sector professionalism and integrity.

The North Central CMA introduced policies and practices that are consistent with the VPSC's employment standards and provided for fair treatment, career opportunities and the early resolution of workplace issues. The North Central CMA advised its employees on how to avoid conflicts of interest, how to respond to offers of gifts and how it deals with misconduct.

Our people

The North Central CMA is proud of its greatest asset – its people. The CMA strives to provide a workplace culture that embraces and reflects diversity. Embedded at the CMA is a culture that supports teamwork, inclusion, continuous learning, and individual leadership.

The North Central CMA's aim is to be an employer of choice. To achieve this the CMA is focused on providing current and prospective employees with competitive terms and conditions of employment, and a positive and friendly work culture that promotes the public-sector values of respect, leadership, human rights, integrity, accountability, impartiality, and responsiveness.

Learning and development

The North Central CMA promotes the personal and professional development of its people to achieve ongoing improvements in service delivery, ensure best practice and to create satisfying career paths for all employees.

The North Central CMA supports employees attending training programs, conferences and seminars to increase their skills and knowledge.

Professional development programs undertaken by employees during the reporting period included a range of leadership development programs such as the Assertive Communication for Women and Presentation Skills for Leaders and the Compass Leadership Program. Technical and safety-based programs included the Australasian Inter-Service Incident Management System, Health and Safety Representative training, OH&S legal responsibilities and First Aid training. During the financial year a number of staff continued their tertiary studies through the Graduate Certificate in Catchment and Waterway Management, Diploma of Spatial Information Services, Diploma of Leadership and Management and Certificate IV Accounting.

Employees have also developed their skills and knowledge through attending training and educational seminars covering a range of topics including Floodplain Ecology, Geographical Information Systems, Indigenous Cultural Awareness, Natural Resource Management, Social Media Management, Taxation and Industrial Relations.

In the past 12 months the North Central CMA introduced a regular forum for people managers to facilitate peer-to-peer learning and knowledge sharing on a range of topics.

Additionally, the Pursue Your Potential Capability and Development Framework was developed and implemented during the first half of the financial year. The framework describes leadership capabilities across all levels and roles and supports individuals in identifying their core capabilities, assessing their development needs, and supporting the formation of a customised development program to further develop staff capabilities.

Implementation of the framework was supported through all staff workshops and a facilitated Developing Your People workshop for People Managers. As of June 30 2018, 98 per cent of staff have a Pursue Your Potential development plan in place and 73 per cent have completed at least one development activity.

Occupational Health and Safety

The North Central CMA is committed to ensuring the safety and welfare of its employees, contractors, volunteers and visitors. The CMA does this by adhering to strict safe work practices, by providing a workplace that is safe and healthy, and integrating Occupational Health and Safety (OH&S) in all aspects of the business. People engaged at the CMA premises are inducted and monitored to ensure they are familiar with the health and safety policies and emergency procedures.

The procurement process ensures suppliers engaged to perform work at CMA worksites have fit for purpose risk control documents and appropriate insurances. The North Central CMA regularly conducts audits to confirm compliance with these requirements.

the past year North Central CMA employees have received training in first aid, auditor, kayak, driver and four-wheel driver training, Emergency Warden and Health and Safety Representative (HSR) training. Additionally, all staff information sessions were conducted to increase awareness of the legal obligations in relation to OH&S and contractor management. Worksites and premises are randomly assessed for OH&S compliance and key performance measures are reported monthly to the North Central CMA Board.

WorkCover incidents are reported under the *Accident Compensation Act 1985*. The North Central CMA had no WorkCover claims however one employee lost half a day due to injury.

Key performance indicator	2017-18 Target ¹	2017-18	2016-17 Target ¹	2016-17	2015-16 Target ¹	2015-16
Total staff FTEs	N/A	59		55		56
Audits of worksites	100% high risk 70% medium risk 50% low risk activities	24	100% high risk 70% medium risk 50% low risk activities	27 Targets achieved	20	16
Audits of premises	4	4	4	4	8	7
Audits of field days/events	10% of all events	7	50% of all events	Achieved	10	10
Injury						
- No time lost	0	0	0	0	0	0
- Time lost	0	1	0	0	0	0
Incidents/hazard reported (per 100 FTE)	<i>No target to encourage reporting</i>	44 (75)	<i>Target removed to encourage reporting</i>	44 (80)	20 (36)	11 (20)
Hazards reported (per 100 FTE)	N/A	5 (8)				
Incidents reported (per 100 FTE)	N/A	39 (66)				
WorkCover claims submitted. (per 100 FTE)	0	0 (0)	0	0	0	0
Average cost per claim actual	N/A	\$0	\$0	\$0	\$0	\$0
OH&S committee meetings held	4	6	4	5	4	11
Joint OH&S committee and emergency Response team meetings	2	4	2	1	2	3
OHS items raised at project team meetings	10	20	10	19	10	12
Emergency evacuations conducted	2	1	2	1	2	2
Staff OH&S induction completed for all new staff	All staff - within five days of start	100% Achieved	Within 5 days of start	Achieved	Within 5 days of start	25
OH&S training investment (percentage of payroll)	0.30%	0.26%	0.30%	0.25% (1,348 hours)		
PPE, Equipment and other safety items (percentage of payroll)	0.10%	0.25%	0.10%	0.38%		
Wellbeing cost (percentage of payroll)	0.80%	0.47%	0.80%	0.67%		

Note: ¹ Incidents and Hazards are now reported separately. Increase in incident/hazard reporting is a result of increased promotion and education on the importance of incident/hazard reporting. It is not an indication of an actual increase in incidents. Removal of targets for incident/hazard reporting was to encourage reporting and remove the perception that reporting of incidents or hazards was a negative behavior.

Comparative Workforce Data

As of 30 June 2018, the North Central CMA employed the full-time equivalent of 52 people compared to the full-time equivalent of 55 people in 2016-17. The breakdown of staff is as follows:

	June 2018						June 2017					
	Gender											
	All employees		Ongoing		Fixed Term, Casual		All employees		Ongoing		Fixed Term, Casual	
	Number (Head-count)	FTE	Number (Head-count)	FTE	Number (Head-count)	FTE	Number (Head-count)	FTE	Number (Head-count)	FTE	Number (Head-count)	FTE
Women	30	27.41	21	19.51	9	7.90	33	28.21	27	23.6	6	4.60
Men	26	24.72	19	18.90	7	5.82	29	27.08	20	19.58	9	7.49
Self-described	0	0					0	0				
Age												
15-24	0	0					0	0				
25-34	12	11.3	7	6.90	5	4.40	13	11.30	8	7.40	5	3.90
35-44	27	24.61	20	19.19	7	5.42	30	26.34	23	20.54	7	5.80
45-54	12	11.47	9	8.47	3	3.00	14	12.91	12	11.41	2	1.50
55-64	4	3.74	3	2.84	1	0.89	4	3.74	3	2.84	1	0.89
65+	1	1.00	1	1.00			1	1.00	1	1.00	n	n
Classification Data												
Band 4	3	2.84	3	2.84			3	2.34	2	1.84	1	0.5
Band 5	5	4.50			5	4.50	3	2.50			3	2.50
Band 6	19	17.19	11	10.39	8	6.80	22	18.96	16	13.96	6	5.00
Band 7	10	9.54	9	8.54	1	1.00	13	11.83	11	9.83	2	2.00
Band 8	11	10.06	10	9.64	1	0.42	12	11.16	11	10.56	1	0.60
Manager ¹	5	5.00	4	4.00	1	1.00	5	4.50	4	4.00	1	0.50
Senior Manager ²	2	2.00	2	2.00			3	3.00	2	2.00	1	1
Chief Executive Officer	1	1.00	1	1.00			1	1.00	1	1.00		

All figures reflect employment levels at the last full pay period in June of each year.

Excluded are external contractors/consultants and temporary staff employed by an employment agency.

Ongoing employees include employees engaged on an open-ended contract of employment and executives engaged on a standard executive's contract who were active in the last full pay period of June.

FTE is the proportional total number of paid hours, i.e. FTE of 1.0 is equivalent to 38 hours per week.

¹ Executive Officers who oversee the operation and directions of a significant part of the business or delivery program, and report to a Senior Manager.

² Executive Officers who oversee the operation and directions of the business, and report to the CEO

Diversity and Inclusion

The North Central CMA values the differences between people and the contribution these differences make in the workplace. The CMA believes in the inherent value of a diverse workforce reflective of the communities in which it operates and is committed to ensuring that all people are treated with respect and dignity.

During the past year the North Central CMA has developed and commenced implementing its Diversity and Inclusion Plan 2017–2022. The plan encapsulates four key objectives to focus activities that will continue to cultivate a diverse and inclusive culture: embed diversity and inclusion in the work of the business; foster Indigenous partnerships; champion gender representation and cultivate wellbeing and resilience.

The North Central CMA is actively working towards Reconciliation with Traditional Owners and Aboriginal and Torres Strait Island (ATSI) peoples within the region through developing and implementing a Reconciliation Action Plan. The plan will enable the CMA to implement and measure ongoing actions that further build respectful relationships and create opportunities.

Three per cent of the CMA's employees identify themselves as Aboriginal or Torres Strait Islander. The North Central CMA employs a cultural water project officer to enhance the Aboriginal engagement in environmental flow management projects, a project officer to support implementation of the Reconciliation Action Plan, and an Indigenous facilitator to assist in educating staff and engaging the community on Indigenous matters - the incumbents of these roles identify as ATSI descendants.

While the Indigenous Facilitator role is currently vacant the CMA is in the process of recruiting a suitably qualified replacement. In addition, the North Central CMA has engaged Indigenous colleagues during the year through partnership arrangements such as Traditional Owner works crews and casual project delivery roles. Further actions to progress and foster Indigenous partnerships include developing a structured engagement process to improve the consistency and approach to partnering with Traditional Owners and ATSI peoples; developing a framework for Indigenous Cultural Awareness and Cultural Competency learning for all employees and participating in Reconciliation Week activities.

The North Central CMA's commitment to gender representation is evidenced by the balance of genders within the workplace, where 54 per cent of staff are female and 46 per cent male.

Furthermore, the organisation has structured its workplace to enable 42 per cent of the workforce to enjoy flexible working arrangements, including part-time hours, flexible start and finish times, purchased leave and other arrangements. Despite the flexible arrangements in place, the North Central CMA has identified more can be done to ensure there is balance and equity across all levels of the organisation and within the sector.

The CMA continues to encourage female participation in senior roles by proactively providing leadership development opportunities that support and encourage women in the workplace. These opportunities include programs such as The Compass Leadership Program for Women, Peter Cullen Water and Environment Trust Women in Water Leadership Program, and secondment roles within and external to the CMA.

The North Central CMA continues to offer the services of an Employee Assistance Program. The program provides employees and their immediate family members with access to professional and confidential counselling services for both work-related and non-work-related matters. In addition, the CMA has trained and appointed two Mental Health First Aid Officers in the past 12-months.

During 2017–18, the organisation encouraged staff to participate in a wellbeing program, planned and managed by the Staff Consultative Committee. The program involves a range of work sponsored activities focusing on staff health and wellbeing. Activities included flu vaccinations, skin checks, stress and work life balance workshops, information sessions and support to lead an active and healthy lifestyle. Additionally, a reward and recognition program has been implemented to enable employees across the organisation to directly acknowledge their colleagues. The program is designed to be inclusive and recognise individual preferences in how they are rewarded and acknowledged.

Diversity profile

	Jun-18	Jun-17	Jun-16
Gender (M/W)			
Board	44/56 %	44/56 %	58/42 %
Executive ¹	71/29 %	78/22 %	67/33 %
People managers ²	39/61 %	58/42 %	65/35 %
All staff	46/54 %	47/53 %	48/52%
Age			
Youth cohort ³	23%	24%	21%
Mature cohort ⁴	8%	6%	10%
Cultural			
Aboriginal or Torres Strait Islander ⁵	2%	4%	2%
Staff born overseas	4%	2%	2%
LOTE at home ⁶	4%	11%	4%
Staff with a disability			
	4%	0%	0%
Staff with a modified work arrangement			
	42%	39%	34%
Staff with Tertiary Qualifications ⁷			
	75%	80%	86%

¹ Executive Officers are senior personnel who oversee the operation and directions of the business or significant part of the business.

² Managers with People Management responsibilities (inclusive of Executive Officers)

³ Aged 35 years and under

⁴ Aged 55 years and over

⁵ Staff who have identified as Aboriginal or Torres Strait Islander

⁶ Language other than English

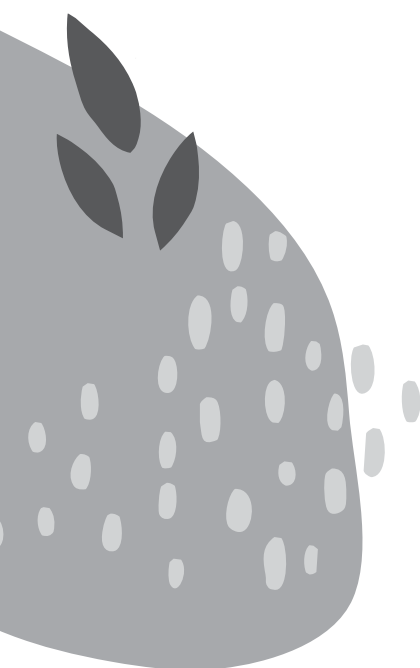
⁷ Bachelor level and above

Executive Officer Disclosure

Executive Officers are those persons employed as a public service body head or other executive under Part 3, Division 5 of the *Public Administration Act 2004*. During the reporting period, the North Central CMA had one employee classified as an Executive Officer. This was the Chief Executive Officer (CEO) who is male.

There were no vacancies or special project executives employed during the reporting period.

In the previous reporting period one person met the definition of Executive Officer. This person was the CEO who is male.



PART 4: OTHER DISCLOSURES

Local Jobs First - Victorian Industry Participation Policy

During 2017–18 the North Central CMA had no procurement activities valued at \$1 million or more.

Government Advertising Expenditure

The North central CMA's expenditure in the 2017–18 reporting period on government campaign expenditure did not exceed \$100,000.

Consultancy Expenditure

Details of consultancies (valued of \$10,000 or greater)

In 2017–18 five consultancies where the total fees payable was \$10,000 or greater. The total expenditure incurred during 2017–18 in relation to these consultancies was \$122,685 (excl. GST).

Consultant	Purpose of consultancy	Total approved project fee (excl. GST)	Expenditure 2017-18 (excl. GST)	Future expenditure (excl. GST)
VECCI	Enterprise Bargaining	25,181	25,181	-
The HR Landscape	Development of Leadership and Capability Framework	37,800	20,672	-
Innergise Pty Ltd	Organisational Performance Framework	50,000	50,000	-
Australian Knowledge Management	Organisational Performance Excellence Review	12,433	12,433	-
Australian Workplace Strategies	Industrial Relations consultant (retainer)	14,400	14,400	-

Details of individual consultancies are outlined on the North Central CMA's website at www.nccma.vic.gov.au.

Details of consultancies (valued at less than \$10,000)

In 2017–18 10 consultancies were engaged where the total fees payable was less than \$10 000. The total expenditure incurred during 2017–18 in relation to these consultancies was \$8,709.50 (excl. GST).

Other personnel i.e. contractors with significant management responsibilities

The number of contractors charged with significant management responsibilities is disclosed within the \$10,000 expense band. These contractors are responsible for planning, directing or controlling, directly or indirectly, the entity's activities due to substantive staff leave requirements.

The total expenses for the 2017–2018 reporting period was driven by the short-term secondment of Managers to the entity during the 2018 reporting period.

Expense Band	Total expenses (exclusive of GST)	
	2018 No.	2017 No.
\$0 - \$9,999	1	-
\$10,000 - \$19,999	-	-
\$20,000 - \$29,999	-	-
\$30,000 - \$39,000	1	-
\$40,000 - \$49,000	-	-
\$50,000 - \$59,000	-	-
\$60,000 - \$69,000	1	-
Total expenses (exclusive of GST)	\$106,461	-

Information and Communication Technology (ICT) Expenditure

For the 2017–18 reporting period the North Central CMA had a total ICT expenditure of \$734,150 shown below:

(\$ thousand)

All operational ICT expenditure	ICT expenditure relating to projects to create or enhance ICT capabilities		
Business As Usual (BAU) ICT expenditure	Non Business As Usual (non BAU) ICT expenditure	Operational expenditure (OPEX)	Capital expenditure (CAPEX)
(Total)	(Total = Operational expenditure and Capital Expenditure)		
734		709	25

Notes:

- ICT expenditure refers to North Central CMA's costs in providing business enabling ICT services within the current reporting period. It comprises Business As Usual (BAU) ICT expenditure and Non-Business As Usual (Non-BAU) ICT expenditure.
- Non-BAU ICT expenditure relates to extending or enhancing North Central Catchment Management Authority's current ICT capabilities.
- BAU ICT expenditure is all remaining ICT expenditure, which primarily relates to ongoing activities to operate and maintain the current ICT capability.

Major Contracts

The North Central CMA did not award any major contracts (valued at \$10 million or more) during 2017–18.

Freedom of Information

Application and operation of the *Freedom of Information Act 1982*

The North Central CMA is considered to be a 'Government Agency' under the *Freedom of Information Act 1982* and is required to comply with the procedures that have been prescribed under which members of the public may gain access to information held by agencies. A decision to release information is made by an Authorised Officer. The North CMA has determined that its Authorised Officer is Trepkina Marek, (03) 5448 7124.

An application fee of \$28.90 applies.

In 2017–18, there were no requests for information under the *Freedom of Information Act 1982*.

Making a request

Access to documents may be obtained through written request to the Authorised Officer, and as detailed in s17 of the *Freedom of Information Act 1982*. In summary, the requirements for making a request are:

- it should be in writing
- it should identify as clearly as possible which document is being requested
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in the possession of the North Central CMA should be addressed to the Authorised Officer:

Ms. Trepkina Marek
Freedom of Information Officer, North Central CMA, PO Box 18 Huntly Vic 3551

Requests can also be lodged online at www.foi.vic.gov.au

Access charges may also apply once documents have been processed and a decision on access is made; for example, photocopying and search and retrieval charges.

Further information regarding Freedom of Information can be found at www.foi.vic.gov.au

Compliance with Building Act 1993

The North Central CMA owns one building located at 628 – 634 Midland Highway, Huntly, Victoria and is required to include a statement on its compliance with the building and maintenance provision of the *Building Act 1993* in relation to that building.

North Central CMA requires that appropriately qualified contractors are engaged for all proposed works on land controlled by the CMA and that their work and services comply with current building standards. All such contractors are expected to have appropriate mechanisms in place to ensure compliance with the building and maintenance provisions of the *Building Act 1993*.

In relation to existing buildings the Corporate Services Unit is responsible for mandatory testing of emergency and exit lighting in accordance with relevant standards, monthly, quarterly and bi-annual inspection and preventive maintenance routine of mechanical services and annual fire service audits. These inspections then inform the works program which is delivered annually through existing maintenance contracts.

Number of major works projects undertaken greater than \$50,000	0
Number of building permits or certificate of final inspection issued in relation to the building owned by NCCMA	0
Number of emergency orders and building orders issued in relation to buildings	0
Number of buildings that have been brought into conformity with building standards during the reporting period	0

Competitive Neutrality Policy

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

The North Central CMA is working to ensure Victoria fulfils its requirements on competitive neutrality reporting for technological based businesses against the enhanced principles as required under the **Competition Principles Agreement**.

Protected Disclosures Act 2012

The North Central CMA is a public body subject to the *Protected Disclosure Act 2012*. The purpose of the Act is to encourage and facilitate the making of disclosures of improper conduct by public officers and public bodies, including the North Central CMA, its staff, members and employees.

The North Central CMA is committed to the aims and objectives of the Act. It recognises the value of transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal improper conduct. It does not tolerate improper conduct by the organisation, its employees, officers or members, nor the taking of detrimental action in reprisal against those who come forward to disclose such conduct.

What can disclosures be made about?

Disclosures may be made about ‘improper conduct’ on the part of a public body or its staff, employees and members. Disclosures may also be made about ‘detrimental action’ taken (or suspected may be taken) in reprisal or in connection with a disclosure made about improper conduct.

The conduct or action being disclosed may have taken place, still be occurring, or is believed will occur or be engaged in.

The Act provides definitions about improper conduct and detrimental action. For more information about what those terms mean, see the North Central CMA’s Protected Disclosure Procedures (see below about how to access or obtain a copy of those procedures).

Who can make a disclosure?

Any individual natural person (e.g., not organisation or company) may make a disclosure under the Act. The individual could be a person within the organisation, or any member of the public externally.

Disclosures may be made in a number of ways set out in the Act, including anonymously, in writing or orally. A discloser need not identify the person or body about whom the disclosure is made.

How to make a disclosure

According to the Independent Broad-based Anti-Corruption Commission (‘IBAC’), the North Central CMA is not permitted to receive disclosures made under the Act. Therefore, if you wish to make a disclosure about the North Central CMA, its officers, members or employees, you will need to make that disclosure directly to the IBAC. If the North Central CMA believes a disclosure may be a protected disclosure made in accordance with the Act, it will ask you to make that disclosure to the IBAC. The IBAC will deal with the disclosure.

Role of the North Central CMA

It is important to note that the IBAC is not required to contact the North Central CMA about any disclosure you make so you should not discuss with the North Central CMA any disclosure you make to the IBAC unless you have first obtained the permission of the IBAC to do so, or unless the IBAC has directed you to do so, or the IBAC has contacted the North Central CMA to provide it with information in order to allow the North Central CMA to provide you with any necessary welfare and support.

As required under the Act, the North Central CMA has established procedures to facilitate and encourage the making of disclosures under the Act, and how the North Central CMA will manage the welfare of persons connected with protected disclosures ('Protected Disclosure Procedures'). The North Central CMA's Protected Disclosure Procedures are available through the Protected Disclosure Act 2012 or by inspection during normal office hours of the North Central CMA at 628 - 634 Midland Highway, Huntly, Victoria, 3551.

If you are not able to access an online copy or would like a copy sent to you, please contact the North Central CMA's Protected Disclosure Officer by email at Trephina.Marek@nccma.vic.gov.au or call 03 5448 7124 so we can provide you with a copy of our Protected Disclosure Procedures.

Confidentiality

The North Central CMA takes its obligations under the Act seriously. This includes the requirement to protect the identity of the discloser and the matters disclosed by a discloser. Maintaining confidentiality in relation to protected disclosure matters is crucial, among other things, for ensuring reprisals are not made against a discloser. It is a criminal offence under the Act to disclose information connected with a disclosure made in accordance with the Act, including the identity of the discloser. The penalties for breaching confidentiality obligations include financial penalties and imprisonment.

More information and contact details

For more information about protected disclosures or the Victorian integrity system generally, also see <http://www.ibac.vic.gov.au/report-corruption-or-misconduct/protected-disclosure>.

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

Address: Level 1, North Tower, 459 Collins Street, Melbourne Victoria 3001.

Mail: IBAC, GPO Box 24234, Melbourne Victoria 3001 Internet: www.ibac.vic.gov.au

Phone: 1300 735 135

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

Disclosures under the *Whistleblowers Protection Act 2001* (up to 9 February 2013)

The archived procedures established under the *Whistleblowers Protection Act 2001* are available upon request.



Compliance with Establishing Act

Catchment and Land Protection (CaLP) Act 1994

The responsibilities of the North Central CMA as they relate to the *CaLP Act* are as follows:

- Prepare, coordinate, monitor and review the Regional Catchment Strategy.
- Prepare and submit an annual report on the condition and management of land and water resources in the region.
- Annually, prepare and submit a Corporate Plan to the responsible Minister(s).
- Comply with the Statement of Obligations.

In performing its functions and providing its services an Authority shall, in a manner consistent with relevant government policies, frameworks, strategies, plans and guidelines:

- a) Facilitate and coordinate the management of catchments in an integrated and sustainable manner, including as it relates to land, biodiversity and water resources.
- b) Take a sustainable approach by balancing social, economic and environmental outcomes.
- c) Plan and make decisions within an integrated catchment management context:
 - recognising the integral relationship between rivers, their catchments, coastal systems, and estuary and marine environments
 - recognising the integral relationship between the land – its soil, water, vegetation and fauna – and associated natural ecosystems
 - recognising the need to foster the resilience of natural assets, including land, biodiversity and water resources, to climate change
 - using the best available scientific information
 - targeting investment to address priorities and deliver maximum improvement in resource condition of catchments, land, biodiversity and water resources.
- d) Provide opportunities for community engagement in the integrated management of catchments and natural assets, including land, biodiversity and water resources.
- e) Develop strategic partnerships with relevant stakeholders including public authorities and government agencies.
- f) Promote and apply a risk management approach that seeks to protect, enhance and restore natural assets and reduce the impact of climate change.
- g) Promote and adopt an adaptive approach to integrated catchment management, including continuous review, innovation and improvement.
- h) Manage business operations in a prudent, efficient and responsible manner.

Water Act 1989

Under the *Water Act 1989*, the North Central CMA aims to reduce the impact of flood damage to new buildings, help conserve and preserve flora, fauna and habitat in designated waterways, and to reduce water quality decline. This is done by providing:

- permits to construct and operate works on a waterway, compliance and community education
- resources to planning permit referrals for developments within a flood prone area
- responding to applications for flood levels, flood risk reports and flood information before development
- flood planning information and advice to councils, state emergency services, developers and others
- flood response action plans, including collection of flood information during and after a flood, and assistance with emergency planning and flood warning
- flood data management compliance with the Statement of Obligations.

2017–18 actual results

Unit	Target	Actual
No. of permits exempted	15	24
No. of permits issued	75	79
No. of permits rejected	0	0
Enforcement action for illegal works	0	0
Planning referrals	2,000	2,257

The North Central CMA achieved its statutory obligations under the *Water Act 1989*.



Office-based Environmental Impacts

The North Central CMA is committed to reducing the impact of its day-to-day operations on the environment. The CMA strives to reduce negative environmental impacts by using fuel efficient vehicles, purchasing green power electricity together in addition to our 50 kW solar panels, and using paper sourced from sustainable forest practices.

Objectives:

- reducing the amount of waste, and maximising the amount reused and recycled
- purchasing green power

- separating office waste into reusable, recyclable, compost and true waste parts
- reducing passenger vehicle fleet emissions
- ensuring new capital works incorporate environmental sustainability principles
- making environmentally sound purchasing decisions for capital items and consumables
- communicating environmental performance through regular reporting
- encouraging staff to reduce environmental impacts.



Energy

North Central CMA consumes energy primarily for office facilities.

The data represented below was collected through energy retailer billing information.

Targets

The following targets have been set.

- five per cent reduction of total energy by 2019

Explanatory notes

A reduction in staff numbers contributed to the increase of units of energy used per FTE.

Indicator	2017-18				2016-17			
	Electricity	Natural gas	Green power	Total	Electricity	Natural gas	Green power	Total
Total energy usage segmented by primary source (MJ)	70,013		17,503	87,517	58,283		19,428	77,711
Greenhouse gas emissions associated with energy use, segmented by primary source and offsets (t CO ₂ -e)	57			57	64			64
Percentage of electricity purchased as green power	25			25	25			25
Units of energy used per FTE (MJ/FTE)	1,250			1,250	1,044			1,044
Units of energy used per unit of office area (MJ/m ²)	83			83	69			69



Waste

The waste generated by processes within North Central CMA is divided into three general classes - landfill, compost and recycling.

Targets

The following targets have been set for 2017-18:

- reduce rubbish that is cleared by landfill
- increase the amount of waste cleared to compost

Explanatory notes

North Central CMA site is less than 100 employees. All employees actively compost their food waste and where possible use reusable containers. Results vary significantly between years due to improved assumptions regarding waste disposal.

Indicator	2016-17				2017-18			
	Landfill	Commingled recycling	Compost	Total	Landfill	Commingled recycling	Compost	Total
Total units of waste disposed of by destination (kg/yr)	37,440	79,200	1,680	118,320	24,960	66,000	1,680	92,640
Units of waste disposed of per FTE by destinations (kg/FTE)	680	1,440	30	2,150	446	1,179	30	1,655
Recycling rate (percentage of total waste)			68%	68%				1
Greenhouse gas emissions associated with waste disposal (t CO ₂ -e)	42	229	2	273	34	17	2	53

Actions undertaken

Kitchen compost buckets: Kitchen compost buckets are filled and disposed of by individual staff members into their own compost bins or household chickens.



Paper

North Central CMA is becoming more efficient in relation to paper use. Programs commenced during the reporting period which provided additional reductions in consumption.

Targets

The following targets were set for 2017-18:

- reduction of total units of A4 equivalent copy paper used (reams) from 2015-16
- reduction units of A4 equivalent copy paper used per FTE (reams per FTE) from 2015-16.

Explanatory notes

Where possible documents are viewed on screen and newsletters and publications are electronically distributed. Board and other committee papers have also been converted to electronic format accounting for the reduction in the amount of copy paper used in 2017-2018.

Indicator	2017 -18	2016 -17	2015-16
Total units of copy paper used (reams)	322	396	496
Units of copy paper used per FTE (reams/FTE)	5.75	7.09	9
Percentage of 75-100% recycled content copy paper purchased	0	0	0
Percentage of 50-74% recycled content copy paper purchased	0	0	0
Percentage of 0-49% recycled content copy paper purchased	100	100	100

Actions undertaken

Default paper: Default copy paper purchased through a stationary supplier that provides paper that is made in Victoria from sustainable forest management. The stationery supplier has been certified carbon neutral under the National Carbon Offset Standard (NCOS) Carbon Neutral Program.



Water

The data in the table below is based on water meter readings at our Huntly office.

Targets

The following targets were set for 2017-18:

- reduction in water consumption (litres per FTE) by 30 June 2017/9

Explanatory notes

The increase in water consumption was largely due a burst hot water pipe that was unattended for two days over a weekend and staff using showers to support well-being activities e.g. riding to work.

Indicator	2017 -18	2016 -17	2015-16
Total units of metered water consumed by usage types (kilolitres)	353	175	179
Units of metered water consumed in offices per FTE (kilolitres/FTE)	6.31	3.13	3.25
Units of metered water consumed in offices per unit of office area (kilolitres/m2)	0.42	0.2	0.21



Transport

North Central CMA's fleet comprises of 23 vehicles.

Targets

The following targets were set for 2017-18:

- reduction of consumption of unleaded petrol used by the North Central CMA passenger vehicle fleet

Operational vehicles	2017-18			2016-17		
	Unleaded	Diesel	Total	Unleaded	Diesel	Total
Total energy consumption by vehicles (MJ)	690,559	1,279,624	1,970,183	601,220	1,673,879	2,275,232
Total vehicle travel associated with entity operations (km)	301,715	273,697	575,412	178,343	462,087	621,594
Total greenhouse gas emissions from vehicle fleet (t CO ₂ -e)	47	91	137	40	131	171
Greenhouse gas emissions from vehicle fleet per 1000km travelled (t CO ₂ -e)	0.15	0.33	0.49	0.22	0.28	0.50



Greenhouse gas emissions

The emissions disclosed in the section below are taken from the previous sections and consolidated to show the North Central CMA's greenhouse footprint.

Targets

The following targets were set for 2017-18:

- reduce the North Central CMA's carbon footprint by 50 per cent by 2036

Indicator	2017 -18	2016 -17	2015-16
Total greenhouse gas emissions associated with energy use (t CO ₂ -e)	282	314	253
Total greenhouse gas emissions associated with vehicle fleet (t CO ₂ -e)	137	171	136
Total greenhouse gas emissions associated with air travel (t CO ₂ -e)	6	8	7
Total greenhouse gas emissions associated with waste production (t CO ₂ -e)	146	272	273
Greenhouse gas emissions offsets purchased (t CO ₂ -e)			
	Optional Indicator		
Any other known greenhouse gas emissions associated with other activities (t CO ₂ -e)	0.61	2	11

Other information

The North Central CMA Procurement Policy complies with the Government's Environmental Purchasing Policy. While value for money is the core principle governing North Central CMA's procurement activities, environmental considerations are also included in the procurement planning stage, tender specifications and tender evaluation criteria, where applicable.

Procurement

Examples of how the North Central CMA has incorporated environmental considerations into procurement decision making include:

- clauses in quotes and tender documents requiring tenderers to disclose environmental breaches
- clauses in quotes and tender documents requiring tenderers to disclose environmental practices
- weighting of environmental considerations in quotes and tenders.



Statement of Availability of Other Information

In compliance with the requirements of the Standing Directions of the Minister for Finance, details in respect of the items listed below have been retained by the Authority and are available on request, subject to the provisions of the *Freedom of Information Act 1982*.

- A statement that declarations of pecuniary interests have been duly completed by relevant officers of the North Central CMA.
- Board members' indemnity declarations.
- Inwards and outwards correspondence.
- Details of publications produced by the agency about itself, and how these can be obtained.
- Details of assessments and measures undertaken to improve the occupational health and safety of employees.
- Details of changes in prices, fees, charges, rates and levies charged by the agency.
- Details of any major external reviews carried out on the agency.
- Details of major research and development activities undertaken by the agency.
- Details of overseas visits undertaken, including a summary of the objectives and outcomes of each visit.
- Details of major promotional, public relations and marketing activities undertaken by the agency to develop community awareness of the entity and its services.
- A general statement on industrial relations within the agency, and details of time lost through industrial accidents and disputes.
- A list of the agency's major committees; the purposes of each committee; and the extent to which the purposes have been achieved.

The information is available on request from:

Trephina Marek
Human Resources Coordinator
03 5448 7124
trephina.marek@nccma.vic.gov.au

Compliance with DataVic Access Policy

The information used to generate the catchment condition report in the North Central CM's 2017–18 Annual Report has come from DataVic. In the reporting period the North Central CMA has not supplied any data directly to DataVic.

The North Central CMA has been consistent with the DataVic Access Policy by accessing the data, using it for day-to-day operations, and giving appropriate recognition to DataVic on all published maps.

Financial Management Compliance Attestation

North Central Catchment Management Authority Financial Management Compliance Attestation Statement

I, Julie Miller Markoff on behalf of the Responsible Body, certify that the North Central Catchment Management Authority has complied with the applicable Standing Directions of the Minister for Finance under the *Financial Management Act 1994* and Instructions.



Julie Miller Markoff
Chair
North Central CMA

Auditor-General's report



Independent Auditor's Report

To the Board of the North Central Catchment Management Authority

Opinion	<p>I have audited the financial report of the North Central Catchment Management Authority (the authority) which comprises the:</p> <ul style="list-style-type: none">• balance sheet as at 30 June 2018• comprehensive operating statement for the year then ended• statement of changes in equity for the year then ended• cash flow statement for the year then ended• notes to the financial statements, including significant accounting policies• declaration in the financial statements. <p>In my opinion, the financial report presents fairly, in all material respects, the financial position of the authority as at 30 June 2018 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Board's responsibilities for the financial report	<p>The Board of the authority is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Board is responsible for assessing the authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor-General's report

Auditor's responsibilities for the audit of the financial report

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

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

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

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

MELBOURNE
23 August 2018



Paul Martin
as delegate for the Auditor-General of Victoria

Financial statements

How this report is structured

The North Central Catchment Management Authority has presented its audited general purpose financial statements for the financial year ended 30 June 2018 in the following structure to provide users with the information about the Authority's stewardship of resource entrusted to it.

Financial statements

Comprehensive Operating Statement

Balance Sheet

Cash Flow Statement

Statement of Changes in Equity

Notes to the financial statements

1. About this report

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

2. Funding delivery of our services

Revenue recognised in respect of Government contributions and other income sources

2.1 Summary of income that funds the delivery of our service

2.2 Income from transactions

3. The cost of delivering services

Operating expenses of the Authority

3.1 Expenses incurred in delivery of services

3.2 Materials, maintenance, grants, contracts and consultancies

3.3 Other operating expenses

4. Key assets available to support output delivery

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

4.1 Total property, plant and equipment

4.2 Fair value determination

4.3 Intangible assets

5. Other assets and liabilities

Other key assets and liabilities

5.1 Receivables

5.2 Payables

5.3 Other financial assets

5.4 Other non-financial assets

6. Financing our operations

Cash flow information, commitments for expenditure

6.1 Cash flow information and balances

6.2 Commitments for expenditure

6.3 Carry forward project funding

7. Risks, contingencies and valuation judgements

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

7.1 Financial instruments specific disclosures

7.2 Contingent assets and contingent liabilities

8. Other disclosures

8.1 Ex-gratia expenses

8.2 Other economic flows included in net result

8.3 Reserves

8.4 Responsible persons

8.5 Remuneration of executives

8.6 Related parties

8.7 Remuneration of auditors

8.8 Subsequent events

8.9 Australian Accounting Standards issued that are not yet effective

Declaration in the Financial Statements

The attached financial statements for the North Central Catchment Management Authority have been prepared in accordance with Direction 5.2 of the Standing Directions of the Minister for Finance under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including Interpretations and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2018 and financial position of the Authority at 30 June 2018.

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

We authorise the attached financial statements for issue on 21 August 2018.



Julie Miller Markoff
Chairperson
21 August 2018



Brad Drust
CEO and Accountable Officer
21 August 2018



Joanne McLachlan
Acting Chief Financial Officer
21 August 2018

Comprehensive Operating Statement for the year ended 30 June 2018

	Notes	2018 \$	2017 \$
Income from transactions			
Government governance contributions	2.2.1	935,205	987,205
Government investor contributions	2.2.1	13,605,865	15,050,833
Revenue from other investors	2.2.3	976,392	227,092
Interest	2.2.2	142,441	145,368
Other income		42,063	79,625
Net gain/(loss) on non financial assets	8.2	36,748	31,266
Total income from transactions		15,738,714	16,521,389
Expenses from transactions			
Employee expenses	3.2	6,227,418	6,143,729
Depreciation	4.1.1	272,733	335,061
Amortisation	4.2	-	358
Materials, maintenance, grants, contracts and consultancies	3.3	7,549,406	8,317,356
Other operating expenses	3.4	1,806,462	1,572,476
Total expenses from transactions		15,856,019	16,368,980
Net result from transactions (net operating balance)		(117,305)	152,409
Other economic flows - other comprehensive income items that will not be reclassified to net result			
Changes in physical asset revaluation surplus	8.3	62,000	-
Total Comprehensive Result for the year		(55,305)	152,409

The accompanying notes form part of these financial statements.

Balance Sheet as at 30 June 2018

	Notes	2018 \$	2017 \$
ASSETS			
Financial assets			
Cash and cash equivalents	6.1	7,438,627	8,066,253
Other financial assets	5.3	1,000,000	1,000,000
Receivables	5.1	452,314	142,839
Prepayments	5.4	195,570	165,169
Accrued revenue	5.1	21,387	28,030
Total financial assets		9,107,898	9,402,291
Non-financial assets			
Property, plant and equipment	4.1	2,003,168	2,269,506
Total non-financial assets		2,003,168	2,269,506
TOTAL ASSETS		11,111,066	11,671,797
LIABILITIES			
Liabilities			
Payables	5.2	681,574	1,258,872
Employee benefits	3.2	1,544,047	1,472,175
TOTAL LIABILITIES		2,225,621	2,731,047
NET ASSETS		8,885,445	8,940,750
EQUITY			
Contributed capital		8,755,693	8,755,693
Reserves	8.3	829,519	767,519
Accumulated surplus/(deficit)		(699,767)	(582,462)
NET WORTH		8,885,445	8,940,750

The accompanying notes form part of these financial statements.

Statement of Changes in Equity for the financial year ended 30 June 2018

	Accumulated Deficit	Contributed Capital	Reserves	Total
	\$	\$	\$	\$
Balance at 30 June 2016	(734,871)	8,755,693	767,519	8,788,341
Net result for the period	152,409	-	-	152,409
Balance at 30 June 2017	<u>(582,462)</u>	<u>8,755,693</u>	<u>767,519</u>	<u>8,940,750</u>
Net result for the period	(117,305)	-	62,000	(55,305)
Balance at 30 June 2018	<u>(699,767)</u>	<u>8,755,693</u>	<u>829,519</u>	<u>8,885,445</u>

The accompanying notes form part of these financial statements.

Cash Flow Statement for the financial year ended 30 June 2018

	Notes	2018 \$	2017 \$
Cash Flows from Operating Activities			
Receipts			
Interest received		149,084	128,005
Net GST received from the Australian Taxation Office		639,034	794,491
Other income		42,063	79,625
Receipts from Government and other investors		15,207,987	16,439,214
		<u>16,038,168</u>	<u>17,441,335</u>
Payments			
Payments to suppliers		(10,602,601)	(11,620,703)
Payments to employees		(6,155,545)	(6,058,120)
		<u>(16,758,146)</u>	<u>(17,678,823)</u>
Net cash outflow from operating activities	6.1.1	<u>(719,978)</u>	<u>(237,489)</u>
Cash Flows from Investing Activities			
Payments for property, plant and equipment	4.1.2	(191,885)	(322,679)
Proceeds from sale of non-current assets	8.2	284,238	173,154
Purchase of investments	5.3	-	(1,000,000)
		<u>92,353</u>	<u>(1,149,525)</u>
Net cash inflow / (outflow) from investing activities		<u>92,353</u>	<u>(1,149,525)</u>
Net decrease in cash and cash equivalents		<u>(627,625)</u>	<u>(1,387,014)</u>
Cash and cash equivalents at the beginning of the financial year		<u>8,066,252</u>	<u>9,453,266</u>
Cash and cash equivalents at the end of the financial year	6.1	<u>7,438,627</u>	<u>8,066,252</u>
<i>The accompanying notes form part of these financial statements.</i>			

Notes to the Financial Statements

for the year ended 30 June 2018

1. About this report

The North Central Catchment Management Authority is a government authority of the State of Victoria, established on 1 July 1997 by the State Government.

Its principal address is:

North Central Catchment Management Authority
628-634 Midland Highway
Huntly Vic 3551

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

Basis of preparation

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

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

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

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

- fair value measurements of assets and liabilities;
- employee benefit provisions; and
- accrued revenue and expenses.

Compliance Information

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* (FMA) and applicable Australian Accounting Standards (AASs) which include Interpretations, issued by the Australian Accounting Standards Board (AASB). In particular, they are presented in a manner consistent with the requirements of *AASB 101 Presentation of Financial Statements*.

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

2. Funding Delivery of Our Services

The Authority's overall objective is for the co-ordinated control of natural resource management within the broader catchments of North Central Victoria. The role of the Authority is to ensure effective implementation of the Regional Catchment Strategy, strategic planning and advice to Government.

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

Structure

2.1 Summary of income that funds the delivery of our services

2.2 Income from transactions

2.1 Summary of income that funds the delivery of our services

		2018 \$	2017 \$
Government contributions	2.2.1	14,541,070	16,038,038
Interest	2.2.2	142,441	145,368
Revenue from Other Investors	2.2.3	976,392	227,092

Income is recognised to the extent that it is probable that the economic benefits will flow to the entity and the income can be reliably measured at fair value.

2.2 Income from Transactions

2.2.1 Government contributions

State Government			
Governance contribution		935,205	987,205
Victorian River and Wetland Management		3,868,277	4,088,612
Victorian Landcare Program		698,687	251,200
Our Catchments, Our Communities		646,000	527,000
Disaster Recovery Program		309,789	915,910
Victorian Sustainable Irrigation Program		1,111,400	2,942,000
Victorian Environmental Water Holder		836,818	368,770
Floodplain Management		1,196,000	230,000
Victorian State Common Funding		720,180	253,920
Total State Government Contributions		9,387,151	9,577,412
Commonwealth Government			
The Living Murray		1,197,266	934,169
Murray Darling Basin Plan		292,488	1,037,500
National Landcare Programme - Sustainable Agriculture		906,160	741,152
National Landcare Programme - Sustainable Environment		1,822,800	1,947,800
Department of Environment - Land Sector		-	451,800
Department of Agriculture - Carbon Farming Futures		-	135,000
Other Commonwealth		-	226,000
Total Commonwealth Government Contributions		4,218,714	5,473,421
Total Government contributions		14,541,070	16,038,038

Government grants and contributions are recognised as income from transactions on receipt or when the Authority obtains control of the contribution and meets certain other criteria as outlined in AASB 1004 Contributions, whichever is the sooner, and disclosed in the Comprehensive Operating Statement as Government contributions.

2.2.2 Interest

	2018 \$	2017 \$
Interest on bank deposits	142,441	145,368

Interest income includes interest received on bank term deposits. Interest income is recognised using the effective interest method which allocates the interest over the relevant period.

2.2.3 Revenue from Other Investors

	2018 \$	2017 \$
Other Investors	976,392	227,092

Other investors is the aggregation of adhoc investment by non-government related entities and is recognised as income from transactions when an entitlement is established or on receipt, whichever is the sooner, and disclosed in the comprehensive operating statement as revenue from other investors.

3. The Cost of Delivering Services

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

Significant judgement: Employee benefit provisions

In measuring employee benefits, consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using a single weighted average discount rate based on market yields of national government bonds in Australia that reflects the estimated timing and amount of benefit payment.

Structure

- 3.1 Summary of expenses incurred in delivery of services
- 3.2 Employee benefits in the comprehensive operating statement
- 3.3 Materials, maintenance, grants, contracts and consultancies
- 3.4 Other operating expenses

3.1 Summary of expenses incurred in delivery of services

		2018 \$	2017 \$
Employee benefit expenses	3.2	6,227,418	6,143,729
Materials, maintenance, grants, contracts and consultancies	3.3	7,549,406	8,317,356
Other operating expenses	3.4	1,806,462	1,572,476
Total expenses incurred in delivery of service		15,583,286	16,033,561

3.2 Employee benefits in the comprehensive operating statement

	2018 \$	2017 \$
Salaries and wages	4,723,441	4,657,344
Annual leave	398,839	390,200
Long service leave	60,178	73,261
Other leave	332,379	249,823
Superannuation	467,595	480,510
Other	244,986	292,591
Total employee benefit expenses	6,227,418	6,143,729

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

The amount recognised in the Comprehensive Operating Statement in relation to superannuation is employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable during the reporting period. The Authority does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. Instead, the Authority discloses in its annual financial statements the net defined benefit cost related to the members of these plans as an administered liability.

Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Authority is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

3.2.1 Employee benefits in the balance sheet

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

	2018 \$	2017 \$
Current provisions		
Annual leave		
Unconditional and expected to settle within 12 months	281,844	267,884
Unconditional and expected to settle after 12 months	93,948	89,295
Purchased Leave		
Unconditional and expected to settle within 12 months	42,374	31,722
Time in Lieu and rostered days off		
Unconditional and expected to settle within 12 months	63,506	61,135
Long service leave		
Unconditional and expected to settle within 12 months	67,266	100,644
Unconditional and expected to settle after 12 months	691,273	619,545
Provision for on-costs		
Unconditional and expected to settle within 12 months	73,904	80,800
Unconditional and expected to settle after 12 months	131,181	127,603
Total current provisions for employee benefits	1,445,296	1,378,628
Non-current provisions		
Long service leave		
Employee benefits	84,560	79,213
On-costs	14,191	14,334
Total non-current provisions for employee benefits	98,751	93,547
Total provisions for employee benefits	1,544,047	1,472,175
Reconciliation of movement in on-cost provision		2018
		\$
Opening balance		224,392
Additional provisions recognised		72,191
Reductions arising from payments		(75,228)
Reductions resulting from settlement without cost		(485)
Unwind of discount and effect of changes in the discount rate		1,354
Reduction transfer out		(2,948)
Closing balance		219,276
Current		205,085
Non-current		14,191

Wages and salaries and annual leave

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

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

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

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

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

Long service leave (LSL)

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

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

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

Conditional LSL is classified as a non-current liability and measured as the present value of the estimated future cash outflows to be made by the entity.

3.2.3 Superannuation contributions

Previous employees of the Authority were entitled to receive superannuation benefits and the Authority contributes to defined contribution plans. The Authority no longer contributes to the defined benefits scheme.

The Authority does not recognise any defined benefit liability because it has no legal or constructive obligation to pay future benefits relating to its employees. The Department of Treasury and Finance discloses in its annual financial statements, the states net defined benefits cost related to the members of these plans as an administered liability.

The amount recognised in the Comprehensive Operating Statement in relation to Superannuation is employer contributions for members of defined contribution superannuation plans that are paid or payable during the reporting period.

The name, details and amounts expensed in relation to the major employee superannuation funds and contributions made by the Authority are as follows:

	2018 \$	2017 \$
Defined benefit plans (i)		
Vision super defined benefits scheme	-	2,999
Defined contribution plans		
Vision super	201,791	188,239
Vic super	55,548	49,680
Other private schemes	210,256	237,105
Total	467,595	478,023

(i) The bases for determining the level of contributions is determined by the various actuaries of the defined benefit superannuation plans.

3.3 Materials, maintenance, grants, contracts and consultancies

	2018 \$	2017 \$
Materials	546,840	580,846
Repairs and maintenance	80,351	90,169
Consultants	131,395	839,811
Contractors	6,124,812	5,810,684
Grants paid	666,008	995,847
Total materials, maintenance, grants, contracts and consultancies	7,549,406	8,317,356

Materials, grants, contracts, consultancies are recognised as an expense in the reporting period in which they are paid or payable.

3.4 Other operating expenses

	2018 \$	2017 \$
Information and communications technology	709,692	515,959
Conferences, seminars and related travel costs	116,510	224,706
Advertising	47,201	37,781
Audits costs - internal and external	43,863	33,815
Motor vehicle costs	105,866	144,154
Insurance (general)	53,493	25,623
Meeting expenses	235,598	190,465
Promotions and public relations	92,283	69,364
Training and education	144,932	149,993
Utilities	17,322	26,779
Uniforms and staff facilities	49,307	124,911
Other	190,395	28,926
Total other operating expenses	1,806,462	1,572,476

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

4. Key Assets available to Support Output Delivery

Introduction

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

Significant judgement: Fair value measurement

Where the assets included in this section are carried at fair value, additional information is disclosed in Note 4.2 in connection with how those fair values were determined.

Structure

- 4.1 Total property, plant and equipment
- 4.2 Fair value determination
- 4.3 Intangible assets

4.1 Total property, plant and equipment

	\$	2017 \$
Land		
At fair value	462,000	400,000
	<u>462,000</u>	<u>400,000</u>
Buildings		
At fair value	1,025,000	1,025,000
Accumulated depreciation	(55,101)	(29,476)
	<u>969,899</u>	<u>995,524</u>
Plant and equipment		
At fair value	558,138	560,008
Accumulated depreciation	(502,640)	(488,076)
	<u>55,498</u>	<u>71,932</u>
Furniture and office equipment		
At fair value	839,315	835,025
Accumulated depreciation	(778,438)	(707,471)
	<u>60,877</u>	<u>127,554</u>
Motor vehicles		
At fair value	650,939	901,253
Accumulated depreciation	(196,045)	(226,757)
	<u>454,894</u>	<u>674,496</u>
Net carrying amount	<u>2,003,168</u>	<u>2,269,506</u>

Initial recognition

Items of property, plant and equipment are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Where an asset is acquired for no or nominal cost, the cost is its fair value at the date of acquisition. Assets transferred as part of a machinery of government change are transferred at their carrying amount.

The cost of constructed non-financial physical assets includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Subsequent measurement

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

Note 4.2 includes additional information in connection with fair value determination of property, plant and equipment.

Revaluation of infrastructure, property, plant and equipment

Revaluations are conducted in accordance with FRD 103G. Scheduled revaluation is undertaken every five years with an annual assessment of fair value to determine if it is materially different to the carrying value. If the difference to carrying value is greater than 10 per cent, a management revaluation is undertaken

while a movement greater than 40 per cent will normally involve an Approved Valuer (usually the Valuer General of Victoria) to perform detailed assessment of the fair value. If the movement in fair value since the last revaluation is less than or equal to 10 per cent, then no change is made to carrying amounts.

Revaluation increments are credited directly to equity in the asset revaluation reserve surplus/(deficit), except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in determining the net result, the increment is recognised as revenue in determining the net result.

Revaluation decrements are recognised immediately as an expense in the net result, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited to the asset revaluation reserve.

Revaluation increases and revaluation decreases relating to individual assets within a class of infrastructure, property, plant and equipment are offset against one another within that class but are not offset in respect of assets in different classes.

Revaluation reserves are not transferred to accumulated surplus/(deficit) on derecognition of the relevant asset.

4.1.1 Depreciation and impairment

	2018	2017
	\$	\$
Charge for the period		
Buildings	25,625	25,625
Plant and equipment	16,435	41,947
Furniture and office equipment	72,856	82,432
Motor vehicles	157,817	185,057
Total depreciation	272,733	335,061

All non-financial physical assets that have finite useful lives are depreciated.

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

Asset	Useful Life
Buildings	40 years
Works assets	20 years
Plant and equipment	3 - 20 years
Furniture and office equipment	3 - 10 years
Motor vehicles	5 years
Intangible assets	3 - 10 years

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

Land which is considered to have an indefinite life and is not depreciated.

Impairment

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

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

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

The recoverable amount for most assets is measured at the higher of depreciated replacement cost and fair value less costs to sell. Recoverable amount for assets held primarily to generate net cash inflows is measured at the higher of the present value of future cash flows expected to be obtained from the asset and fair value less costs to sell.

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

	Land	Buildings	Plant and equipment	Furniture and office equipment	Motor vehicles	Total
	\$	\$	\$	\$	\$	\$
Carrying Amount						
Balance as at 1 July 2016	400,000	1,021,149	106,729	184,268	711,630	2,423,776
Additions	-	-	7,151	25,717	289,811	322,679
Revaluation	-	-	-	-	-	-
Disposals	-	-	-	-	(141,888)	(141,888)
Depreciation	-	(25,625)	(41,947)	(82,432)	(185,057)	(335,061)
Balance as at 1 July 2017	400,000	995,524	71,932	127,554	674,496	2,269,506
Additions	-	-	-	6,180	185,705	191,885
Revaluation	62,000	-	-	-	-	62,000
Disposals	-	-	-	-	(247,490)	(247,490)
Depreciation	-	(25,625)	(16,435)	(72,856)	(157,817)	(272,733)
Balance as at 30 June 2018	462,000	969,899	55,497	60,878	454,894	2,003,168

4.2 Fair value determination

Significant judgement: Fair value measurements of assets and liabilities

Fair value determination requires judgement and the use of assumptions. This section discloses the most significant assumptions used in determining fair values. Changes to assumptions could have a material impact on the results and financial position of the Authority.

The Authority's property, plant and equipment are carried at fair value.

The Authority determines the policies and procedures for determining fair values for both financial and non-financial assets and liabilities as required.

Fair value hierarchy

In determining fair values a number of inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy. The levels are as follows:

- Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

The Authority determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

4.2.1 Fair value determination of financial assets and liabilities

The Authority currently holds a range of financial instruments that are recorded in the financial statements where the carrying amounts are a reasonable approximation of fair value, either due to their short-term nature or with the expectation that they will be paid in full by the end of the 2017-18 reporting period.

These financial instruments include:

Financial assets Financial liabilities

Cash and deposits

Receivables:

- Contractual receivables
- Accrued revenue

Financial liabilities

Payables:

- Contractual payables
- Accrued expenses
- Other payables

4.2.2 Fair value determination: Non-financial physical assets

Land and buildings were independently valued as at 7 January 2016 by the Valuer-General Victoria. Land and buildings have been revalued to fair value as assessed. The Authority in conjunction with Valuer General Victoria monitors changes in the fair value of each asset and liability through relevant data sources to determine whether revaluation is required. In 2018 the Authority determined that an indexation was appropriate to reflect changes in land values in Huntly. Subsequently fair value of land was increased.

Fair value measurement hierarchy as at 30 June 2018

	Carrying Amount as at 30 June 2018 \$	Fair value measurement at end of reporting period using;		
		Level 1 (i) \$	Level 2 (i) \$	Level 3 (i) \$
Land at fair value				
Non-specialised land	462,000	-	462,000	-
Total of land at fair value	462,000	-	462,000	-
Buildings at fair value				
Specialised buildings	969,899	-	-	969,899
Total of buildings at fair value	969,899	-	-	969,899
Vehicles	454,894	-	-	454,894
Plant and equipment	116,375	-	-	116,375
Total of plant, equipment and vehicles at fair value	571,269	-	-	571,269

Fair value measurement hierarchy as at 30 June 2017

	Carrying Amount as at 30 June 2017 \$	Fair value measurement at end of reporting period using;		
		Level 1 (i) \$	Level 2 (i) \$	Level 3 (i) \$
Land at fair value				
Non-specialised land	400,000	-	400,000	-
Total of land at fair value	400,000	-	400,000	-
Buildings at fair value				
Specialised buildings	995,524	-	-	995,524
Total of buildings at fair value	995,524	-	-	995,524
Vehicles	674,496	-	-	674,496
Plant and equipment	199,487	-	-	199,487
Total of plant, equipment and vehicles at fair value	873,983	-	-	873,983

Note:

(i) Classified in accordance with the fair value hierarchy, see Note 4.2

There have been no transfers between levels during the period. For all assets measured at fair value, the current use is considered the highest and best use.

Reconciliation of Level 3 fair value

	Specialised buildings	Vehicles	Plant and equipment
	\$	\$	\$
2018			
Opening Balance	995,524	674,496	199,486
Net Purchases (Sales)	-	(61,785)	6,180
Transfers in (out) of Level 3	-	-	-
Gains or (Losses) recognised in net result	-	-	-
Depreciation	(25,625)	(157,817)	(89,291)
Impairment Loss	-	-	-
Subtotal	(25,625)	(219,602)	(83,111)
Revaluation	-	-	-
Subtotal	(25,625)	(219,602)	(83,111)
Closing Balance	969,899	454,894	116,375
Unrealised gains (losses) on non financial assets	-	-	-
Reconciliation of Level 3 fair value			
	Specialised buildings	Vehicles	Plant and equipment
	\$	\$	\$
2017			
Opening Balance	1,021,149	711,630	290,997
Purchases (Sales)	-	116,657	32,868
Transfers in (out) of Level 3	-	-	-
Gains or Losses recognised in net result	-	31,266	-
Depreciation	(25,625)	(185,057)	(124,379)
Impairment Loss	-	-	-
Subtotal	(25,625)	(37,134)	(91,511)
Revaluation	-	-	-
Subtotal	(25,625)	(37,134)	(91,511)
Closing Balance	995,524	674,496	199,486
Unrealised gains (losses) on non financial assets	-	-	-

Description of significant unobservable inputs to Level 3 valuation at 30 June 2018 and 30 June 2017.

	Valuation technique	Significant unobservable inputs
Specialised buildings	Current replacement cost	Cost per unit
		Useful life of plant and equipment
Plant and equipment	Current replacement cost	Cost per unit
		Useful life of plant and equipment
Vehicles	Current replacement cost	Cost per unit
		Useful life of motor vehicles

Non-specialised land

Non-specialised land is valued using the market approach. Under this valuation method, the assets are compared to recent comparable sales or sales of comparable assets which are considered to have nominal or no improvement value.

Land and buildings were independently valued as at 7 January 2016 by the Valuer-General Victoria. Land and buildings have been revalued to fair To the extent that non-specialised land does not contain significant, unobservable adjustments, these assets are classified as Level 2 under the market approach.

Specialised buildings

For the Catchment Management Authority's specialised buildings, the current replacement cost method is used, adjusting for the associated depreciation. As depreciation adjustments are considered as significant, unobservable inputs in nature, specialised buildings are classified as Level 3 fair value measurements.

Land and buildings were independently valued as at 7 January 2016 by the Valuer-General Victoria. Land and buildings have been revalued to fair value as assessed.

Vehicles

Vehicles are valued using the depreciated replacement cost method. The Authority acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed by experienced fleet managers in the Authority who set relevant depreciation rates during use to reflect the utilisation of the vehicles. As a result, the fair value does not differ materially from the carrying amount (depreciation cost).

Plant and equipment

Plant and equipment is held at fair value. When plant and equipment is specialised in use, such that it is rarely sold other than as part of a going concern, the depreciated replacement cost is used to estimate the fair value. Unless there is market evidence that current replacement costs are significantly different from the original acquisition cost, it is considered unlikely that depreciated replacement cost will be materially different from the exiting carrying value.

There were no changes in valuation techniques throughout the period to 30 June 2018.

For all assets measured at fair value, the current use is considered the highest and best use.

4.3 Intangible assets

	2018	2017
	\$	\$
Computer software		
Gross carrying amount	419,564	419,564
Opening balance	-	-
Additions	-	-
Disposals	-	-
Closing balance	<u>419,564</u>	<u>419,564</u>
Accumulated depreciation	(419,564)	(419,205)
Opening balance	-	(358)
Amortisation of intangibles	(419,564)	(419,563)
Closing balance	<u>-</u>	<u>-</u>
Net book value at end of financial year		

Intangible assets are initially recognised at cost. Subsequently, intangible assets with finite useful lives are carried at cost less accumulated depreciation and accumulated impairment losses.

Intangible produced assets with finite useful lives are amortised as an 'expense from transactions' on a straight line basis over their useful lives. Computer software has been totally written down.

5. Other assets and liabilities

Introduction

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

Structure

5.1 Receivables

5.2 Payables

5.3 Other financial assets

5.4 Other non-financial assets

5.1 Receivables

	2018 \$	2017 \$
Current receivables		
Contractual receivables	446,459	33,304
Statutory receivables	27,242	137,565
Total Current receivables	<u>473,701</u>	<u>170,869</u>

Contractual receivables are classified as financial instruments and categorised as 'loans and receivables'. They are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial measurement they are measured at amortised cost less any impairment.

Statutory receivables do not arise from contracts and are recognised and measured similarly to contractual receivables (except for impairment), but are not classified as financial instruments. Amounts recognised from the Victorian Government represent funding for all commitments incurred and are drawn from the Consolidated Fund as the commitments fall due.

Significant judgement: Accrued revenue and accrued expenses

Accrued revenue and accrued expenses represent goods or services that have been received or supplied but have not been invoiced by the supplier. In estimating the amount of an accrued revenue or accrued expense, consideration is given to the stage of completion of the services being performed.

5.1.1 Ageing analysis of contractual receivables

	Carrying amount	Not past due and not impaired	Past due but no impaired - less than 1 month
	\$	\$	\$
2018			
Receivables:			
Trade receivables	425,072	425,072	-
Accrued Revenue	21,387	21,387	-
Total	<u>446,459</u>	<u>446,459</u>	<u>-</u>
2017			
Receivables:			
Trade receivables	5,274	5,274	-
Accrued Revenue	28,030	28,030	-
Total	<u>33,304</u>	<u>33,304</u>	<u>-</u>

Contractual receivables are classified as financial instruments and categorised as 'loans and receivables'. They are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial measurement they are measured at amortised cost less any impairment.

Statutory receivables do not arise from contracts and are recognised and measured similarly to contractual receivables (except for impairment), but are not classified as financial instruments.

5.2 Payables

	2018 \$	2017 \$
Current Payables		
Contractual		
Trade payables	90,407	698,748
Accrued expenses	591,167	560,123
Total current payables	681,574	1,258,872

Contractual payables are classified as financial instruments and categorised as 'financial liabilities at amortised cost'. They are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial measurement, they are measured at amortised cost.

5.2.1 Maturity analysis of contractual payables

	Maturity dates			
	Carrying amount \$	Less than 1 month \$	1-3 months \$	3-6 months \$
2018				
Payables:				
Supplies and services	680,974	680,974	-	-
Amounts payable to government and agencies	600	600	-	-
Total	681,574	681,574	-	-
	Maturity dates			
	Carrying amount \$	Less than 1 month \$	1-3 months \$	3-6 months \$
2017				
Payables:				
Supplies and services	1,132,635	1,132,635	-	-
Amounts payable to government and agencies	126,237	126,237	-	-
Total	1,258,872	1,258,872	-	-

Payables for supplies and services have an average credit period of 30 days.

5.3 Other financial assets

	2018 \$	2017 \$
Current		
Term deposits (a)		
Australian dollar term deposits over three months	1,000,000	1,000,000

a) Term deposits under 'other financial assets' include only term deposits with maturity greater than 90 days.

5.4 Other non-financial assets

	2018 \$	2017 \$
Prepayments	195,570	165,169

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

6. How we financed our operations

This section provides information on the sources of finance utilised by the Authority during its operations and other information related to financing activities of the Authority.

This section includes disclosures of balances that are financial instruments, such as cash balances. Notes 7.2 and 7.3 provide additional, specific financial instrument disclosures.

Structure

6.1 Cash flow information and balances

6.2 Leases

6.3 Carry forward project funding

6.1 Cash flow information and balances

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank, deposits at call and those highly liquid investments with an original maturity of three months or less, which are held for the purpose of meeting short-term cash commitments rather than for investment purposes, and which are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value.

	2018 \$	2017 \$
Cash and deposits disclosed in the balance sheet		
Cash on hand	359	196
Cash at bank	938,268	1,066,057
Deposits		
Term Deposits - Treasury Corporation of Victoria	6,500,000	7,000,000
Balance as per cash flow statement	7,438,627	8,066,253
6.1.1 Reconciliation of net result to cash flow from operating activities		
	2018	2017
	\$	\$
Net result for the period	(117,305)	152,409
Non-cash movements		
(Gain)/loss on disposal of non-financial assets	(36,748)	(31,266)
Depreciation and amortisation of non-financial assets	272,733	335,419
	118,680	456,562
Movements in assets and liabilities		
Decrease/(increase) in receivables	(309,475)	174,084
Decrease/(increase) in prepayments	(30,401)	(75,240)
Decrease/(increase) in accrued revenue	6,643	(17,363)
(Decrease)/Increase in payables	(608,341)	(857,743)
(Decrease)/Increase in accrued expenses	31,044	(3,397)
(Decrease)/increase in employee benefits	71,872	85,609
Net Cash flows from/(used in) operating activities	(719,978)	(237,489)

6.2 Commitments for expenditure

Commitments for future expenditure include operating lease commitments arising from contracts. These commitments are recorded below at their nominal value and inclusive of GST. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

6.2.1 Total commitments payable

	2018 \$	2017 \$
Operating lease commitments payable		
Less than 1 year	53,187	13,110
1 to 5 years	69,949	6,545
Total commitments (inclusive of GST)	123,136	19,655
less GST recoverable	11,194	1,787
Total commitments (exclusive of GST)	111,942	17,868

Operating lease commitments

Operating lease commitments relate to office photocopiers and laptops with lease terms between one and five years. These contracts do not allow the Authority to purchase the facilities after the lease ends, but the Authority has the option to renew each of the leases at the end of the lease term.

As at 30 June 2018 the Authority had Nil in finance lease commitments (2017: \$Nil).

As at 30 June 2018 the Authority had Nil in capital expenditure commitments (2017: \$Nil).

6.3 Carry forward project funding

Catchment Management Authorities are responsible for the facilitation and coordination of catchments in an integrated and sustainable manner. This is achieved by undertaking projects funded by Victorian and Australian Government programs. The Authority received funding for specific projects which are guided by the Regional Catchment Strategy and delivered in line with the Authority's Corporate Plan approved by the Minister for Water.

The projects funded by the State and Commonwealth Governments can be undertaken over multiple financial years and is received at various stages of the project life based on contractual agreements. At the end of the financial year there are some projects that have not reached completion but will be completed within the contractual terms in future financial periods. At balance date the Authority has cash and cash equivalents that will be utilised to complete these projects in future financial years.

7. Risks, contingencies and valuation judgements

Introduction

The Authority is exposed to risk from its activities and outside factors. In addition, it is often necessary to make judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument specific information, (including exposures to financial risks) as well as those items that are contingent in nature or require a high level of judgement to be applied, which for the Authority relate mainly to fair value determination.

Structure

7.1 Financial instruments specific disclosures

7.2 Contingent assets and contingent liabilities

7.1 Financial instruments specific disclosures

Introduction

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Categories of financial instruments

Loans and receivables are financial instrument assets with fixed and determinable payments that are not quoted in an active market. These assets are initially recognised at fair value plus any directly

attributable transaction costs. Subsequent to initial measurement, loans and receivables are measured at amortised cost less any impairment. Loans and receivables category includes cash and deposits, contractual and other receivables, but exclude statutory receivables.

Collectability of contractual receivables is reviewed on an ongoing basis. Bad debts which are known to be uncollectible are written off and classified as a transaction expense. A provision for impaired receivables is established when there is objective evidence that the Authority will not be able to collect all amounts due according to the original terms of receivables.

Financial liabilities at amortised cost are initially recognised on the date they originated. They are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost. Financial instrument liabilities measured at amortised cost include all of the Authority's contractual payables.

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expires.

7.1.1 Financial Instruments: Categorisation

	Contractual financial assets - loans and receivables	Contractual financial liabilities at amortised cost	Total
	\$	\$	\$
2018			
Contractual financial assets			
Cash and cash equivalents	6,438,627	-	6,438,627
Other financial assets	1,000,000	-	1,000,000
Contractual receivables (i)	446,459	-	446,459
Total contractual financial assets	7,885,086	-	7,885,086
Contractual financial liabilities			
Contractual payables	-	681,574	681,574
Total contractual financial liabilities	-	681,574	681,574
	Contractual financial assets - loans and receivables	Contractual financial liabilities at amortised cost	Total
	\$	\$	\$
2017			
Contractual financial assets			
Cash and cash equivalents	7,066,253	-	7,066,253
Other financial assets	1,000,000	-	1,000,000
Contractual receivables (i)	33,304	-	33,304
Total contractual financial assets	8,099,557	-	8,099,557
Contractual financial liabilities			
Contractual payables	-	1,258,872	1,258,872
Total contractual financial liabilities	-	1,258,872	1,258,872

(i) The total amounts disclosed here exclude statutory amounts.

7.1.2 Financial risk management objectives and policies

The Authority's main financial risks include credit risk, liquidity risk and interest rate risk. The Authority manages these financial risks in accordance with its financial risk management policy.

The Authority uses different methods to measure and manage the different risks to which it is exposed. Primary responsibility for the identification and management of financial risks rests with the Board of the Authority.

Financial instruments: Credit risk

7.1 Financial instruments specific disclosures

7.2 Contingent assets and contingent liabilities

7.1 Financial instruments specific disclosures

Credit risk refers to the possibility that a borrower will default on its financial obligations as and when they fall due. The Authority's exposure to credit risk arises from the potential default of a counterparty on their contractual obligations resulting in financial loss to the Authority. Credit risk is measured at fair value and is monitored on a regular basis.

The carrying amounts of financial assets and financial liabilities that are exposed to interest rates and the Authority's sensitivity to interest rate risk are set out in the table that follows.

Credit risk associated with the Authority's contractual financial assets is minimal because the main debtor is the Victorian Government. For debtors other than the Government, the Authority has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral where appropriate. For cash assets, the Authority's policy is to only deal with banks with high credit-ratings assigned by international credit-rating agencies. All cash and deposits are held with the Treasury Corporation of Victoria, Bendigo and Adelaide Bank and Bank of Australia.

Financial instruments: Liquidity risk

Liquidity risk arises from being unable to meet financial obligations as they fall due. The Authority operates under the Government fair payments policy of settling financial obligations within 30 days and in the event of a dispute, making payments within 30 days from the date of resolution.

The Authority's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk. The Authority does not have any borrowings and maintains high levels of cash and deposits readily available to meet its financial obligations. The Authority manages its liquidity risk by maintaining adequate cash reserves and continually monitoring the Authority's expenditure commitments and cash flow needs.

Financial instruments: Market risk

The Authority's exposure to market risk is primarily through interest rate risk with significant surplus funds held in term deposits and deposits at call. The Authority has no exposure to foreign exchange risk or other price risk.

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Authority manages its cash flow interest rate risks by investing surplus funds into fixed rate financial instruments. Management has concluded for cash at bank and deposits at call as financial assets that can be left at floating rate without necessarily exposing the Authority to significant risk. Management monitors movements in interest rates regularly.

The carrying amounts of financial assets and financial liabilities that are exposed to interest rates and the Authority's sensitivity to interest rate risk are set out in the table that follows.

Interest rate exposure of financial instruments

	Weighted average interest rate %	Carrying amount \$	Interest rate exposure		
			Fixed interest rate	Variable interest rate	Non-interest bearing
			\$	\$	\$
2018					
Financial assets					
Cash and cash equivalents	1.76	7,438,627	6,500,000	938,268	359
Other financial assets	2.62	1,000,000	1,000,000	-	-
Contractual receivables		446,459	-	-	446,459
Total financial assets		8,885,086	7,500,000	938,268	446,818
Financial liabilities					
Contractual payables		681,574	-	-	681,574
Total financial liabilities		681,574	-	-	681,574
2017					
Financial assets					
Cash and cash equivalents	1.77	8,066,253	7,000,000	1,066,057	196
Other financial assets	2.72	1,000,000	1,000,000	-	-
Contractual receivables		33,304	-	-	33,304
Total financial assets		9,099,557	8,000,000	1,066,057	33,500
Financial liabilities					
Contractual payables		1,258,872	-	-	1,258,872
Total financial liabilities		1,258,872	-	-	1,258,872
Interest rate risk sensitivity					
The sensitivity analysis below shows the impact on the Authority's net result and equity for a movement of 50 basis points up and down in market interest rates.					

	Carrying amount \$	Interest rate			
		-50 basis points		+50 basis points	
		Net result \$	Equity \$	Net result \$	Equity \$
2018					
Cash and cash equivalents	7,438,627	(37,193)	(37,193)	37,193	37,193
Other financial assets	1,000,000	(5,000)	(5,000)	5,000	5,000
2017					
Cash and cash equivalents	8,066,253	(40,331)	(40,331)	40,331	40,331
Other financial assets	1,000,000	(5,000)	(5,000)	5,000	5,000

7.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet but are disclosed and, if quantifiable, are measured at nominal value.

As at 30 June 2018, the Authority has no known contingent assets or liabilities.

8. Other disclosures

This section provides additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

Structure

- 8.1 Ex-gratia expenses
- 8.2 Other economic flows included in net result
- 8.3 Reserves
- 8.4 Responsible persons
- 8.5 Remuneration of executive officers
- 8.6 Related parties
- 8.7 Remuneration of auditors
- 8.8 Subsequent events
- 8.9 Australian Accounting Standards issued that are not yet effective

8.1 Ex-gratia expenses

The Authority had no ex-gratia expenses for the year ending 30 June 2018 (2017 \$0).

8.2 Other economic flows included in net result

Other economic flows measure the change in volume or value of assets or liabilities that do not result from transactions.

	2018 \$	2017 \$
Net gain/(loss) on disposal of non-financial assets		
Proceeds from sale of non-financial assets	284,238	173,154
Less written down value	(247,490)	(141,888)
Total net gain/(loss) on disposal of non-financial assets	36,748	31,266

8.3 Reserves

	2018 \$	2017 \$
Physical asset revaluation surplus:(i)		
Balance at beginning of year	767,519	767,519
Revaluation during the year	62,000	-
Balance at end of year	829,519	767,519

Operating lease commitments
(i) The physical assets revaluation surplus arises on the revaluation of land and buildings.

8.4 Responsible persons

In accordance with the Ministerial Directions issued by the Minister for Finance under the Financial Management Act 1994, the following disclosures are made regarding responsible persons for the reporting period.

The persons who were responsible persons at anytime during the financial year were:

		From	To
Hon Lisa Neville, MP	Minister for Water	1-Jul-17	30-Jun-18
Hon Liliansa (Lily) D'Ambrosio MP	Minister for Energy, Environment and Climate Change	1-Jul-17	30-Jun-18
David Clark	Board Chair	1-Jul-17	30-Sep-17
Julie Miller Markoff	Board Chair	1-Oct-17	30-Jun-18
Julie Miller Markoff	Board Member	1-Jul-17	30-Sep-17
Julie Slater	Board Member	1-Jul-17	30-Jun-18
Charles Andrew Gillingham	Board Member	1-Jul-17	30-Jun-18
Graham John Atkinson	Board Member	1-Jul-17	30-Jun-18
Richard John Carter	Board Member	1-Jul-17	30-Jun-18
Diane Bowles	Board Member	1-Jul-17	30-Sep-17
Prue Milgate	Board Member	1-Jul-17	30-Sep-17
Melanie McCarthy	Board Member	1-Jul-17	30-Sep-17
Susan Margaret Jackson	Board Member	1-Oct-17	30-Jun-18
Patricia Mary Kevin	Board Member	1-Oct-17	30-Jun-18
Sally Dene Mitchell	Board Member	1-Oct-17	30-Jun-18
Efim James Tkatchew	Board Member	1-Oct-17	30-Jun-18
Brad Drust	Chief Executive Officer	1-Jul-17	30-Jun-18

Remuneration of responsible persons

Amounts relating to Ministers are reported in the financial statements of the Department of Premier and Cabinet. Other relevant interests are declared in the Register of Members' Interests which each member of the Parliament completes.

Remuneration received or receivable from the Authority in connection with the management of the Authority during the reporting period was:

Band	2018	2017
	\$	\$
0 - 9,999	7	-
10,000 - 19,999	5	8
20,000 - 29,999	1	-
30,000 - 39,999	-	1
180,000-189,999	-	1
190,000-199,999	1	-
Total Remuneration	<u>342,292</u>	<u>340,947</u>

The compensation detailed above excludes the salaries and benefits the Portfolio Ministers receive. The Ministers' remuneration and allowances is set by the Parliamentary Salaries and Superannuation Act 1968 and is reported within the Department of Parliamentary Services' Financial Report.

8.5 Remuneration of executive officers

The number of executive officers, other than ministers and accountable officers, and their total remuneration during the reporting period are shown in the table below.

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered, and is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual

leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Post-employment benefits include pensions and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Other long-term benefits include long service leave, other long-service benefit or deferred compensation.

	2018	2017
	\$	\$
Short-term employee benefits	876,216	956,424
Post-employment benefits	83,165	88,272
Other long-term benefits	210,540	240,427
Total remuneration	1,169,921	1,285,123
Total number of executives (i)	11	11
Total annualised employee equivalents (ii)	7	8

Notes:

(i) The total number of executive officers includes persons who meet the definition of Key Management Personnel (KMP) of the entity under AASB 124 *Related Party Disclosures* and are also reported within the related parties note disclosure (Note 8.6)

(ii) Annualised employee equivalent is based on the time fraction worked over the reporting period

8.6 Related parties

The Authority is a wholly owned and controlled entity of the State of Victoria. Related parties of the Authority include:

- all key management personnel and their close family members;
- all cabinet ministers and their close family members; and
- all departments and public sector entities that are controlled and consolidated into the whole of state consolidated financial statements.

Significant transactions with government-related entities

During the year, the Authority received funding from the following government-related entities:

	2018	2017
	Funding received	Funding received
	\$	\$
Department of Environment, Land, Water and Planning	12,896,043	15,148,719
Authority made significant payments to the following government-related entities:		
	2018	2017
	Payments made	Payments made
	\$	\$
Department of Environment, Land, Water and Planning	452,484	555,918

Key management personnel of the Authority includes all Responsible Persons as listed in Note 8.4, and all members of the executive team which includes:

- Mr Tim Shanahan Executive Manager, Program Delivery
- Mr Rohan Hogan Executive Manager, Statutory and Partnerships
- Mr Brett Rudolph Executive Manager, Corporate Services until 23 April 2018

The compensation detailed below excludes the salaries and benefits the Portfolio Minister receives. The Minister's remuneration and allowances is set by the *Parliamentary Salaries and Superannuation Act 1968* and is reported within the Department of Parliamentary Services' Financial Report.

Compensation of KMPs

	2018	2017
	\$	\$
Short-term employee benefits	690,753	698,351
Post-employment benefits	64,948	64,088
Other long-term benefits	189,288	188,091
Total	944,989	950,530

During the year, related parties of key management personnel were awarded contracts on terms and conditions equivalent for those that prevail in arm's length transactions under the State's procurement process. The transactions involved the provision of contractors and general support services with an aggregated value of \$832,164.

All other transactions that have occurred with KMP and their related parties have not been considered material for disclosure. In this context, transactions are only disclosed when they are considered necessary to draw attention to the possibility that the Authority's financial position and profit or loss may have been affected by the existence of related parties, and by transactions and outstanding balances, including commitments, with such parties.

Notes:

(i) Some KMP's are also reported in the disclosure of remuneration of executive officers.

8.7 Remuneration of auditors

	2018	2017
	\$	\$
Victorian Auditor General Office (VAGO) for audit of financial statements	13,200	12,300
Internal audit costs	30,663	21,515
Total remuneration of auditors	43,863	33,815

8.8 Subsequent events

No matters or circumstances have arisen since the end of the reporting period which significantly affected or may significantly affect the operations of the Authority, the results of those operations, or the state of affairs of the Authority in future financial years.

Standard / Interpretation	Summary	Applicable for annual reporting periods beginning on or after	Impact on financial statements
AASB 9 Financial Instruments	The key changes include the simplified requirements for the classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier, as opposed to the current approach that recognises impairment only when incurred.	1 Jan 2018	The assessment has identified that the amendments are likely to result in earlier recognition of impairment losses and at more regular intervals. While there will be no significant impact arising from AASB 9, there will be a change to the way financial instruments are disclosed.
AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Interpretations 2, 5, 10, 12, 19 & 127]	The requirements for classifying and measuring financial liabilities were added to AASB 9. The existing requirements for the classification of financial liabilities and the ability to use the fair value option have been retained. However, where the fair value option is used for financial liabilities the change in fair value is accounted for as follows: <ul style="list-style-type: none"> the change in fair value attributable to changes in credit risk is presented in other comprehensive income (OCI); and other fair value changes are presented in profit or loss. If this approach creates or enlarges an accounting mismatch in the profit or loss, the effect of the changes in credit risk are also presented in profit or loss. 	1 Jan 2018	The assessment has indicated that there will be no significant impact on the Authority's financial statements.
AASB 2014-1 Amendments to Australian Accounting Standards [Part E Financial Instruments]	Amends various AASs to reflect the AASB's decision to defer the mandatory application date of AASB 9 to annual reporting periods beginning on or after 1 January 2018 as a consequence of Chapter 6 Hedge Accounting, and to amend reduced disclosure requirements	1 Jan 2018	This amending standard will defer the application period of AASB 9 to the 2018-19 reporting period in accordance with the transition requirements.
AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9	Amends various AASs to incorporate the consequential amendments arising from the issuance of AASB 9.	1 Jan 2018	The assessment has indicated that there will be no significant impact for the public sector.
AASB 15 Revenue from Contracts with Customers	The core principle of AASB 15 requires an entity to recognise revenue when the entity satisfies a performance obligation by transferring a promised good or service to a customer.	1 Jan 2018	The changes in revenue recognition requirements in AASB 15 may result in changes to the timing and amount of revenue recorded in the financial statements. The Standard will also require additional disclosures on service revenue and contract modifications.

Standard / Interpretation	Summary	Applicable for annual reporting periods beginning on or after	Impact on financial statements
AASB 2014-5 <i>Amendments to Australian Accounting Standards arising from AASB 15</i>	Amends the measurement of trade receivables and the recognition of dividends. Trade receivables, that do not have a significant financing component, are to be measured at their transaction price, at initial recognition. Dividends are recognised in the profit and loss only when: <ul style="list-style-type: none"> the entity's right to receive payment of the dividend is established; it is probable that the economic benefits associated with the dividend will flow to the entity; and the amount can be measured reliably. 	1 Jan 2017, except amendments to AASB 9 (December 2009) and AASB 9 (December 2010) apply 1 Jan 2018.	The assessment has indicated that there will be no significant impact for the public sector.
AASB 2015-8 <i>Amendments to Australian Accounting Standards - Effective Date of AASB 15</i>	This standards defers the mandatory effective date of AASB 15 from 1 January 2017 to 1 January 2018.	1 Jan 2018	This amending standard will defer the application period of AASB 15 for for-profit entities to the 2018-19 reporting period in accordance with the transition requirements.
AASB 2016-3 <i>Amendments to Australian Accounting Standards - Clarifications to AASB 15</i>	This Standard amends AASB 15 to clarify requirements on identifying performance obligations, principal versus agent considerations and the timing of recognising revenue from granting a licence. The amendments require: <ul style="list-style-type: none"> a promise to transfer to a customer a good or service that is 'distant' to be recognised as a separate performance obligation; for items purchased online, the entity is a principal if it obtains control of the good or service prior to transferring to the customer; and for licences identified as being distinct from other goods or services in a contract, entities need to determine whether the licence transfers to the customer over time (right to use) or at a point in time (right to access). 	1 Jan 2018	The assessment has indicated that there will be no significant impact for the public sector, other than the impact identified for AASB 15 above.
AASB 2016-7 <i>Amendments to Australian Accounting Standards - Deferral of AASB 15 for Not-for-Profit Entities</i>	This standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.	1 Jan 2019	This amending standard will defer the application period of AASB 15 for not-for-profit entities to the 2019-20 reporting period.
AASB 2016-8 <i>Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not-for-Profit Entities</i>	This Standards amends AASB 9 and AASB 15 to include requirements and implementation guidance to assist not-for-profit entities in applying the respective standards to particular transactions and events. The amendments: <ul style="list-style-type: none"> require non-contractual receivables arising from statutory requirements (i.e. taxes, rates and fines) to be initially measured and recognised in accordance with AASB 9 as if those receivables are financial instruments; and for items purchased online, the entity is a principal if it obtains control of the good or service prior to transferring to the customer; and clarifies circumstances when a contract with a customer is within the scope of AASB 15. 	1 Jan 2019	The assessment has indicated that there will be no significant impact for the public sector, other than the impacts identified for AASB 9 and AASB 15 above.

Standard / Interpretation	Summary	Applicable for annual reporting periods beginning on or after	Impact on financial statements
AASB 16 <i>Leases</i>	The key changes introduced by AASB 16 include the recognition of most operating leases (which are currently not recognised) on balance sheet.	1 Jan 2019	<p>The assessment has indicated that as most operating leases will come on balance sheet, recognition of the right-of-use assets and lease liabilities will cause net debt to increase.</p> <p>Rather than expensing the lease payments, depreciation of right-of-use assets and interest on lease liabilities will be recognised in the income statement with marginal impact on the operating surplus.</p> <p>No change for lessors.</p>
AASB 2016-4 <i>Amendments to Australian Accounting Standards - Recoverable Amount of Non-Cash-Generating Specialised Assets of Not-for-Profit Entities</i>	The Standards amends AASB 136 Impairment of Assets to remove references to using depreciation replacement cost (DRC) as a measure of value in use for not-for-profit entities.	1 Jan 2017	The assessment has indicated that there is minimal impact. Given the specialised nature and restrictions of public sector assets, the existing use is presumed to be the highest and best use (HBU), hence current replacement cost under AASB13 Fair Value Measurement is the same as the depreciated replacement cost concept under AASB 136.
AASB 1058 <i>Income of Not-for-Profit Entities</i>	This Standard will replace AASB 1004 Contributions and establishes principles for transactions that are not within the cope of AASB 15, where the consideration to acquire an asset is significantly less than fair value to enable not-for-profit entities to further their objectives.	1 Jan 2019	The assessment has indicated that revenue from capital grants that are provided under an enforceable agreement that have sufficiently specific obligations, will now be deferred and recognised as performance obligations are satisfied. As a result, the timing recognition of revenue will change.

APPENDICES

Appendix 1: Disclosure Index

The Annual Report of the North Central CMA is prepared in accordance with all relevant Victorian legislations and pronouncements. This index has been prepared to facilitate identification of the North Central CMA's compliance with statutory disclosure requirements.

Legislation	Requirement	Page reference
Ministerial Directions and Financial Reporting Directions		
Report of operations		
FRD 22H	Manner of establishment and the relevant Ministers	4
FRD 22H	Performance against objectives, functions, powers and duties	6
FRD 22H	Objectives, functions, powers and duties	5
FRD 8D	Operational and budgetary objectives, and performance against objectives	28
FRD 22H	Key initiatives and projects	20
FRD 22H	Nature and range of services provided	4
FRD 22H	Summary of the financial results for the year	27
FRD 22H	Current year financial review	28
FRD 22H	Subsequent events	31
Governance and Organisational Structure		
FRD 22H	Organisational structure and corporate governance arrangements	32
FRD 22H, SD 3.2.1	Audit Committee and membership roles	37
FRD 22H	Human Resource Management	40
FRD 22H	Public Administration values and employment principles	40
FRD 22H	Performance against Occupational Health and Safety measures	41
FRD 22H	Employment and Conduct principles	40
FRD 22H, FRD 29C	Comparative Workplace Data	42
Financial and other information		
FRD 10A	Disclosure index	88
FRD 12B	Disclosure of major contracts	46
FRD 15E	Executive officer disclosures	44
FRD 22H	Significant changes in financial position during the year	31
FRD 22H	Major changes or factors affecting performance	31
FRD 22H	Application and operation of <i>Freedom of Information Act 1982</i>	46
FRD 22H	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	47
FRD 22H	Statement on Competitive Neutrality Policy	47
FRD 22H	Application and operation of the <i>Protected Disclosure Act 2012</i>	47
FRD 22H	Details of consultancies over \$10 000	45
FRD 22H	Details of consultancies under \$10 000	45
MRO	Capital projects	31
FRD 22H	Government advertising expenditure	45
FRD 22H	ICT expenditure	46
MRO	Grants and transfer payments	31
MRO	DataVic Access Policy	54
FRD 22H	Statement of availability of other information available on request	54
FRD 24D	Reporting of office based environmental data by government entities	50
FRD 25C	Local Jobs First - Victorian Industry Participation Policy disclosures	45

Legislation	Requirement	Page reference
Ministerial Directions and Financial Reporting Directions		
Financial and other information		
FRD 29C	Workforce data disclosures	40
FRD 15E	Executive Officer disclosures	83
SD 5.2	Specific requirements under Standing Direction 5.2	54
FRD 22H	Standard Disclosure in Report of Operations	2, 5, 58
FRD 27C	Presentation and Reporting of Performance Information	6
FRD 30D	Standard requirements for the design and print of annual reports	Inside Cover
Compliance attestation and declaration		
SD 5.1.2, SD 5.1.4	Attestation for compliance with Ministerial Standing Direction	54
SD 5.2.3	Declaration in Report of Operations	54
Financial statements		
Declaration		
SD 5.2.2	Declaration in Financial Statements	54
Other requirements under Standing Directions 5.2		
SD 5.2.1(a)	Compliance with Australian Accounting Standards and other authoritative pronouncements	54
SD 5.2.1(a)	Compliance with Ministerial Directions	54
SD 5.2.1(b)	Compliance with Model Financial Report	54
Other disclosures as required by FRDs in notes to the financial statements ^(a)		
FRD 11A	Disclosure of Ex-gratia Expenses	81
FRD 21C	Disclosures of Responsible Persons, Executive Officers and other Personnel (Contractors with Significant Management Responsibilities) in the Financial Report	82 45
FRD 103G	Non Financial Physical Assets	60
FRD 110A	Cash Flow Statements	62
FRD 112D	Defined Benefit Superannuation Obligations	67
FRD 106A	Impairment of Assets	69
FRD 109A	Intangible Assets	73
FRD 119A	Transfer through contributed capital	61
FRD 120L	Accounting and Reporting pronouncements applicable to the 2017-18 Reporting Period	63
FRD 7B	Early Adoption of Authoritative Accounting	32
FRD 8D	Consistency of Budget and Department Reporting	32

Note: (a) References to FRDs have been removed from the Disclosure Index if the specific FRDs do not contain requirements that are of the nature of disclosure.

Legislation	Page reference
<i>Freedom of Information Act 1982</i>	46
<i>Building Act 1993</i>	47
<i>Protected Disclosure Act 2012</i>	47
<i>Victorian Industry Participation Policy Act 2003</i>	45
<i>Financial Management Act 1994</i>	58

Appendix 2: 2017–18 Grants and Transfer Payments

Recipient	Project Title	Brief Project Description	Funded By	Allocation Amount
Avoca & District Landcare	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Avon Plains Banyena Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Baringhup Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Baynton Sidonia Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Birchip Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Blampied Kooroocheang Landcare Group Inc	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Buloke and Northern Grampians Landcare Network	Buloke and Northern Grampians Landcare Network - Planning for the Future	The grant will allow the group to review and revise its current Strategic Plan due to expire in 2018.	2017–18 Victorian Landcare Grants	\$13,220.00
Callawadda CLG 1718	Callawadda CLG 1718	<p>Site 1. The project will erect 600 metres of fencing (one side) to protect a 0.5 ha revegetation area that will be direct seeded with 1.5 kg mixed indigenous seed. This corridor will extend an existing plantation to the south of the property with newly established corridors to the north.</p> <p>Site 2. The project will enhance a 10 hectare area of filled channel that has been previously fenced and partially revegetated some years ago. 5 kg of mixed indigenous seed will be sown. The landholder who has spent more than two decades strategically revegetating his (organic) property through various Landcare, DPI and CMA programs would like to encourage more density and diversity within the area.</p> <p>Site 3. The project will erect 800 metres of fencing (one side) to complete a linkage between existing remnant vegetation on the property and protect a 2.5 ha area that will be direct sown with 2.5 kg seed. One of the remnants is the Buloke remnant fenced as part of last years CLG project. The landholder has also been an extremely active and committed Landcarer for many years.</p>	2017–18 National Landcare Program	\$9,700.00
Campaspe River and Land Management Group	Campaspe River: protection; propagation; revegetation; engagement	The Campaspe River and Land Management group has experience in assessing river condition and mitigating the impact of invasive plants and animals and expertise in planning revegetation programs and has attracted growing interest over recent years. This project targets natural area rehabilitation but a major focus is community education allowing for local environmental action while considering global perspectives.	2017–18 Regional Riparian Action Plan	\$2,160.00
Campaspe Valley Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00

Recipient	Project Title	Brief Project Description	Funded By	Allocation Amount
Carapooee Landcare Group	Encouraging Enhanced Wildlife Habitat on Rural Properties	The project originated from a field day hosted on the property of TFN covenant holders, Rob Youl and Alison Harris. St Kilda naturalist Geo Fitzpatrick led a farm walk showing how small timber nest boxes, hollow branches, woodheaps, dead trees, piles of stone and stone-filled postholes attract animals. Moreover, piles of ground litter, especially eucalypt bark, quickly build up populations of beetles, worms and skinks, which soon become food for predators such as birds and bats. This project will implement some of the initiatives and ideas raised at the field day on habitat creation and be linked to a continuous monitoring program (including cameras) that will help document observations and findings. While the project is particularly interested in threatened species in the region (e.g. powerful owl, feather glider, squirrel glider) and the potential for nest boxes to assist them, it is also aimed at demonstrating how to provide effective habitat for other species. One hundred nest boxes designed variously for different bird and mammal species will be constructed as part of the project although only ten to 15 may be deployed at each of the three sites where hollow logs, rock cairns etc. will also be put in place and monitored. These sites have been chosen because of the appropriate habitat values and because landholders are committed to monitoring the sites.	2017–18 National Landcare Program	\$8,716.00
Castlemaine Landcare	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Charlton Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Chewton Landcare Group	Stage 2 Wattle Gully Creek Restoration	Weed eradication and revegetation of public land between the railway and Pyrenees Highway Chewton upstream from the VicRoads managed land. Stage 1 has removed/sprayed the weeds infesting the area leaving the area mulched. Stage 2 of the project will involve spraying and removal of the regrowth prior to beginning Stage 3 in order to provide a suitable site for revegetation with native species to create a habitat for native flora and fauna. Over its three stages, the project will increasingly improve access to the creek side walking track on public land adjacent to the local pool and soccer oval making it more attractive to locals and increasing their engagement with the creek area. Eradication of dense gorse, blackberry and willows has already reduced the fire risk in the area.	2017–18 Regional Riparian Action Plan	\$3,080.00
Connecting Country (Mount Alexander Region) Inc.	Mount Alexander Landcare Looking to the Future	Network Grant	2017–18 Victorian Landcare Grants	\$15,000.00
Donald and District Landcare Group	Donald and District CLG 2017-18	The project will focus on two sites. The first is on private land owned by Bruce Leeder who has been active in the strategic revegetation of his property for many years. This project will establish the first 500 metre section of a planned 1,300 linkage along a cleared creek-line which passes adjacent to a large remnant. 1,100 metres of fencing will be erected to protect 1.5 ha that will be revegetated using 1.5 kg of mixed indigenous seed. The second site will protect scattered Buloke remnants across the 16 ha Donald Gun Club site. At present stock from adjacent properties can graze the site and threaten the successful regeneration of the Bulokes and other shrub and understorey species. Six hundred metres of fencing is required to protect the site. Members of the Donald and District Landcare Group and Donald Gun Club will also plant 500 mixed indigenous tubestock in mosaics across the site. Other members of the community, and most particularly Donald Primary School and St Mary's Primary school, will be invited to participate in the planting as in previous years.	2017–18 National Landcare Program	\$6,825.00
Donald History and Natural History Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00

Recipient	Project Title	Brief Project Description	Funded By	Allocation Amount
Eddington Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Elphinstone Land Management Association	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Elphinstone Land Management Association	Elphinstone Arboretum	In 2010, The Elphinstone Indigenous Arboretum was established to showcase indigenous plants and encourage the community to learn about native plants and how to use them on their own properties - increasing the capacity of landholders to understand the habitat requirements for biodiversity in Elphinstone and surrounds. Now that many of the plant species are well established, ELMA will honour the original intention of the arboretum by officially identifying each plant with fixed signage and further develop the site with additional plantings.	2017–18 Victorian Landcare Grants	\$2,229.00
Emu Landcare Group	Emu CLG 2017-18	<p>Site 1 - 14 ha site (only half the area accessible) previously fenced by the North Central CMA and partially seeded along a waterway that feeds the Avoca River. The area was sown at the start of some drought years and there is little evidence of success. This project represents a second attempt to revegetate and stabilise the site. Eight kilograms of mixed indigenous seed will be sown.</p> <p>Site 2 - Two-hectare site fenced by the North Central CMA and planted with tubestock. Tubestock has not survived and this project will now use direct seeding (2 kg) to revegetate the site.</p> <p>Site 3 - B Approximately a 11 ha site along the western bank of the Avoca River upstream from Scollary Rd. This site was re-fenced through a North Central CMA Flood Recovery Program. The intention was to enhance the remnants along this stretch of river particularly in pockets and nodes formed by bends in the river and which included previously cleared land. For one reason or another, enhancement was never carried out and this project seeks to rectify that. Approximately six kilograms of seed will be sown into these pockets and other available areas.</p> <p>Site 4 and 5 - 2.1 and 1.7 ha sites respectively. These sites are on drainage lines high in the landscape and were fenced by the North Central CMA but never revegetated. This project seeks to rectify that and sow four kg of seed across both sites.</p>	2017–18 National Landcare Program	\$8,500.00
Friends of Blackhill	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Friends of Campbells Creek	Rehabilitate a Derelict Section of Campbells Creek	<p>The project aims to increase the extent of native vegetation and improve habitat condition in a relatively degraded section of Campbells Creek and surrounding riparian land. The wetland at the centre of this proposal is one of the very few known occurrences of any size in the district of the waterway formation 'chain of ponds' (linked by swampy areas). The project will eradicate the competitive and potent wetland invader <i>Phalaris arundinacea</i>, only recorded at one other location (Gunbower) in north central Victoria. If left untreated, this species has the potential to infest the Loddon River, degrading more waterways and wetlands. The project area lacks indigenous canopy cover—an important habitat component. The project will re-establish trees along the waterway, eventually closing this habitat gap and relinking the southern and north eastern streamside 'corridors' for canopy dependent wildlife. Tree cover will improve the local microclimate and the physical and aesthetic amenity for walking trail users.</p> <p>Understorey diversity is lacking in the surrounding riparian areas, so the re-introduction of appropriate shrubs and small trees and, where considered feasible, robust ground flora species that experience has shown can coexist with weeds.</p>	2017–18 Regional Riparian Action Plan	\$9,979.00

Recipient	Project Title	Brief Project Description	Funded By	Allocation Amount
Friends of Cornish Hill	All Creatures Great and Small	For many years, woody weed removal and replanting has been the focus for the Friends. Removal of these weeds along the Smiths Creek corridor will see the completion of this onerous task. Some spraying will always be necessary but an over reliance on this method is gradually being replaced by less invasive methods. Hand removal of flowering gorse, chipping out and brush cutting have been successful in preventing and limiting regrowth. The one-day workshop reinforces the importance of the Smiths Creek habitat, planned activities will teach the participants about the less obvious creatures which often get overlooked. Removal of the woody weeds makes for an improved environment for all stakeholders. Already the reserve is seeing an increase in pedestrian traffic. The removal of weeds and revegetation will complement the previous work the Friends have achieved over the past 10 years.	2017–18 Regional Riparian Action Plan	\$7,209.00
Friends of Kalimna Park	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Friends of Kooyoora	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Friends of Kooyoora	Gazing Through the Grasses	While on a Friends of Kooyoora activity day in January several participants noticed native grasses growing but were not able to identify them. The need for a grass identification workshop was spawned there and then. The aim is for workshop participants to learn skills and techniques to identify native grasses, but also understand the difference between a native grass and weed species. Workshop participants will then be able to share their knowledge with landholders and land managers about potential weedy grass infestations whilst being able to promote the native grasses as beneficial species. A comprehensive indigenous species list may also be developed while on activity days with grasses included.	2017–18 National Landcare Program	\$1,400.00
Friends of Smeaton	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Friends of the Box-Ironbark Forests (Mount Alexander Region) Inc.	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Friends of the Terrick Terrick National Park Incorporated	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Glenloth East Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Golden Point Landcare	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Guildford Upper Loddon Landcare	The Blue Duck Mine Land Restoration Project Fryerstown	The project site is overgrown with gorse and blackberry and is a harbour for pest animals and a serious fire threat to neighbouring houses abutting the site. The removal of these weeds will reduce the pest animal population and, with a replanting of native vegetation, encourage the return of native animals and bird life while reducing the danger of fire to the community. The creek is a tributary of the Loddon River which is a high priority waterway for our Landcare group and the CMA. The group has worked on woody weed control in this area for more than 20 years and is looking to protect the Loddon catchment from further weed invasion. The group is also seeking funding for adjacent smaller scale gorse infestation from the Victorian Gorse Taskforce to complement these works to achieve greater outcomes for the area.	2017–18 Regional Riparian Action Plan	\$10,000.00

Recipient	Project Title	Brief Project Description	Funded By	Allocation Amount
Gunbower Landcare	Recognition of Environmental and Aboriginal Cultural Values -Gunbower Trails Project	Gunbower Landcare proposes to create visual tools and activities to increase community awareness, sensitivity and understanding that will have a positive impact on the local environment and Aboriginal cultural values. Interpretation podium/ panels will be designed and strategically placed at scenic and popular locations. These panels will provide information on native fish, bird, turtle and plant species and demonstrate how these relate to Aboriginal culture using images. Twelve wild life warning signs-depicting the purple swamp hen will be manufactured to join the turtle signs which prior to this project have been strategically placed to alert drivers to prevent fatalities to these species whilst crossing Gunbower Island roads. Information brochures will be produced to include a map of the area showing the location of the information podiums; birding hot spots, scenic, historical sites and information to assist visitors to the area. A guided community bus tag-along tour will be held to celebrate the interpretive sign installations and information brochure. The community will also be invited to attend an Aboriginal Cultural workshop.	2017-18 Victorian Landcare Grants	\$8,800.00
Harcourt Valley Landcare Group	Saving Our Central Victorian Silver Banksia	The Silver Banksia project aims to conserve and protect the only locally indigenous banksia - banksia marginata. This project is critically important because of the serious risk of losing important genetic information that will allow the group to create a self-sustaining population of indigenous banksias. Silver banksia once occupied large areas across central Victoria and were a dominant species in extensive woodlands. Habitat clearing, fragmentation and altered land use has seen the decline of this species to a handful of locations. Without intervention, the only indigenous banksia will be lost. Observations suggest the remaining populations are not sharing genetics and with low to no recruitment across sites, there is clear need for strategic restoration and augmentation of existing stands in the area. This project will provide the essential knowledge and next steps to move forward in creating a seed map to allow for gene sharing of our local banksia remnants. This knowledge will also allow the community and industry to act with informed decisions.	2017-18 National Landcare Program	\$10,000.00
Heathcote Landcare	Maintenance Grant	Maintenance Grant	2017-18 Victorian Landcare Grants	\$500.00
Jeffcott North Landcare Group	Maintenance Grant	Maintenance Grant	2017-18 Victorian Landcare Grants	\$500.00
Junortoun Community Action Group	Maintenance Grant	Maintenance Grant	2017-18 Victorian Landcare Grants	\$500.00
Kara Kara Conservation Management Network (KKCMN)	Bringing Nature Home: Engaging the Community to Create Habitat for Native Wildlife	The KKCMN's area of interest contains extensive tracts of native woodland on both public/private land however this is predominantly secondary forest where natural tree hollows are in short supply. In addition, the combined impacts of grazing pressure, woodland fragmentation and climate change - as evidenced by warmer temperatures and extended dry periods experienced over the past decade - has eroded habitat quality and extent, and induced changes to eucalypt phenology (e.g. sporadic flowering), reducing food availability during the winter months and affecting wildlife breeding patterns. To help address these impacts, the project's objectives aim to educate the community and increase public awareness/understanding about the habitat requirements of a range of native species in both urban and rural settings; and explain and demonstrate simple ways people can create native wildlife-friendly habitat on their property.	2017-18 Victorian Landcare Grants	\$9,800.00
Kooreh Landcare Group	Maintenance Grant	Maintenance Grant	2017-18 Victorian Landcare Grants	\$500.00
Koyuga Kanyapella Landcare Group	Maintenance Grant	Maintenance Grant	2017-18 Victorian Landcare Grants	\$500.00

Recipient	Project Title	Brief Project Description	Funded By	Allocation Amount
Langley Landcare Group	Brian's Yellow Box Woodland Protection	<p>This piece of remnant bush is in reasonable condition but needs protection from grazing and threats from invasive weeds and pests. The project has three components:</p> <ol style="list-style-type: none"> 1. Extension to adjoining valuable allotments. The group has already locked stock out of this area over the last three years resulting in plants flourishing 2. Fence off the area so grazing can occur to reduce fuel loads during summer based on a management plan. The group has contacted Paul Foreman from Blue Devil Consultants, who is prepared to provide his consultancy service and expertise for the project. 3. Outcomes of the project will enhance and expand habitat that will link to other remnant lots of similar vegetation that is protected to the south and the north of the site. 4. Ongoing weed and pest control (cats foxes and rabbits) . 5. Experiment under direction of suitably qualified persons though North Central CMA and Land for Wildlife on best grazing practices (if appropriate) for fuel reduction on this type of vegetation classification. 	2017–18 Victorian Landcare Grants	\$4,500.00
Lockington Landcare Group	Revegetation Tree Line	Outcomes of the project will provide a natural habitat for birds and insects along the existing unused railway line between Lockington and Elmore. Tree lines already exist to the south and north of the proposed area and therefore this new site will create a link between the existing revegetation tree lines.	2017–18 Victorian Landcare Grants	\$7,066.00
Loddon Plains Landcare Network (LPLN)	LPLN: Engaged; Connected; Technically Aware and On-ground Ready	Network Grant	2017–18 Victorian Landcare Grants	\$10,000.00
Loddon Plains Landcare Network	Mt Buckrabanyule Cactus Control	<p>This project is designed with three main objectives. First, to reinvigorate the interest of the local community and Landcare groups, by demonstrating the efforts of the group while also building on wheel cactus (<i>Opuntia robusta</i>) control works previously undertaken. The second aim is to significantly reduce the fruit producing plants at the head of the catchment and control the cactus (a weed of National significance) from further infestation across Mt Buckrabanyule and the wider landscape. The third objective is to raise awareness of wheel cactus within the Loddon Plains and the threat it has on agriculture and the environment.</p> <p>Wheel cactus is having a significant impact on the economic, environmental and social values of the district, and this site is the epicenter of the species in the network area. Reducing the spread of wheel cactus will see a significant improvement in landscape health.</p>	2017–18 Victorian Landcare Grants	\$10,000.00
Longlea and District Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Maldon Urban Landcare Inc.	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Malmsbury District Landcare Group	Malmsbury Common	<p>Extensive willow removal was undertaken by the North Central CMA in 2009, and significant revegetation work has been done on site by CMA, Landcare and Primary School since then. The 2016 floods allowed significant re-establishment of willows along the riparian zone as willows moved downstream from immediately below the Malmsbury Reservoir.</p> <p>The project will enable the employment of an experienced local contractor to undertake removal of the willows through a combination of stem injection and cutting and painting. The priority area will be both banks on the 800 metre stretch North of the Old Highway. The second priority will be the east - west stretch downstream from the priority area. The size, complexity and expertise required to do this work makes it beyond the scope of the Landcare Group.</p>	2017–18 Regional Riparian Action Plan	\$10,000.00

Recipient	Project Title	Brief Project Description	Funded By	Allocation Amount
Mandurang Strathfieldsaye Landcare Network	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
McCallums Creek Landcare Group	Wildlife Corridors Linking Remnants	<p>Site1 will create an 800 metre corridor from an early planting (pre-1990) to existing roadside remnants on Talbot-Mount Greenock Road, this will provide passage from the western side of McCallums Creek and water for fauna using the corridor.</p> <p>Site 2 will run from an area of remnant box ironbark for 250 metres to roadside remnants on Firmans Road Mt Glasgow which leads to the eastern side of McCallums Creek, the proposed corridor will be a width of 45 metres and include two adjoining properties.</p> <p>Both sites will be self-replenishing as plants will be locally provenanced and include trees, mid storey and ground covers. This project will allow greater movement of fauna through the landscape, it will also provide access to existing paddock trees and important linkages from remnant and newer growth vegetation to permanent water hole in the McCallums Creek that is well established with riparian growth. The completed works will provide harbour and pathways for fauna species breeding.</p>	2017–18 National Landcare Program	\$10,000.00
McKenzies Hill Action and Landcare Group	Old Diamond Hill Community Parklands Stage 4	<p>The project will include six public land areas in the McKenzie Hill and Diamond Gully area on the western edge of Castlemaine.</p> <p>Objectives include:</p> <ol style="list-style-type: none"> 1. Control the spread and reduce the impact of priority weeds in the project area. 2. Enhance the natural values of crown land blocks so they are assessable and usable by the rapidly growing local community. 3. Extend and connect areas of native vegetation and therefore improve their habitat value by creating wildlife corridors to Campbells Creek. 	2017–18 Victorian Landcare Grants	\$9,950.00
Metcalfe Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Mid-Loddon Sub-Catchment Management Group	Building Mid Loddon Community Knowledge	Network Grant	2017–18 Victorian Landcare Grants	\$5,000.00
Mid-Loddon Sub-Catchment Management Group	Protecting Remnant Scattered Paddock Trees	Scattered trees are trees found dotted across the farm paddocks as single trees or small vegetation patches. These trees play a very important role in maintaining biodiversity on farms. Many are older than the farms they are standing on and will die over time. The rate of loss is up to 2.5% each year. If the remaining trees are not protected and those lost replaced, the landscape is at risk of becoming void of wildlife and shelter. Trees on farms are a critical resource for a range of farm birds, insects and other animals, including those needing tree hollows.	2017–18 National Landcare Program	\$10,000.00
Mid-Loddon Sub-Catchment Management Group	Protecting Shelbourne Nature Conservation Reserve Restoration and Community	The Upper Spring Creek Landcare Group Mid Loddon CMN, supported by the West Marong Landcare Group, continues to drive the ecological thinning/ restoration of Shelbourne Nature Conservation Reserve. The project of thinning and restoration and placing all felled timber on the contour in two catchments (106 ha) on the west side of the forest in 2014 has proved successful for the sites already completed. Shrubbery and ground cover is returning to the site and eucalypt health is improving, creating habitat for threatened and endangered bird and mammal species. Species are monitored by student volunteers who have joined a Citizen Science program. A protective wildlife friendly fence will also be installed 20m inside the reserve boundary.	2017–18 Victorian Landcare Grants	\$8,803.00
Greg Whinfield	Stedmans Lane	The objective of this project is to link up with an existing wildlife corridor and some areas of lignum. Part of the area is on higher flood plain so some protection for wildlife (mostly birds) will be especially beneficial during a flood as the area is lacking in cover.	2017–18 National Landcare Program	\$4,490.00

Recipient	Project Title	Brief Project Description	Funded By	Allocation Amount
Steven Kimel	Erosion Creek	Fence off and revegetate two eroded gullies that feed the Campaspe River approximately 1.000 meters away. The project aims to revegetate the site with trees and grasses to hold the banks together to reduce further erosion and keep stock out of the area until regenerated. Revegetation will hold the ground together and reduce it collapsing in time, it will also reduce silt washing into the river system. During this project weed control of sweet briar, paterersons curse, and spiny rush will also be undertaken.	2017–18 National Landcare Program	\$10,000.00
Mt Korong Eco-Watch Association Inc.	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Muckleford Catchment Landcare Group	Restoration on Bassett Creek - Stage 2	Continue the incredibly rewarding restoration work that's been done on Bassett Creek. The Bassett Creek project was originally funded by the CMA in 2004 and involved weed removal, revegetation and fencing to protect the natural assets of the creek. The major objectives are to enhance the previous plantings, rehabilitate certain areas of the creek without vegetation, and remove the weeds of the vegetated areas to improve the health of the creek and catchment. The improved health of Bassett Creek will impact the flow to Muckleford Creek and eventually the Loddon River. Works on the creek will encourage private landholders to engage with their waterways to preserve and improve habitat, reduce competition from weeds, and improve water quality into the future.	2017–18 Regional Riparian Action Plan	\$4,830.00
Natte Yallock Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Newham and District Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Normanville Farm Advancement Group	Sustainable Farming Focus -Normanville	This project began in 2016 with limited funding and the group hopes to continue and expand the project with additional funding. The focus is on combining new technologies, and integrated pest and disease management with data the group has already collected to optimise management in different zones within a paddock and on-farm in a practical, more sustainable and profitable way. The project also aims to increase the knowledge of farmers in the Normanville about combining new technologies and using this knowledge to decide if it is practical, profitable and sustainable to change management in different paddocks and zones. For example, optimising inputs and plant growth within paddock zones so fertiliser is not over or under supplied, and management options (e.g. gypsum) for particular paddock zones to reduce and target pesticide use and encourage beneficial insects. An outcome of the project is to also encourage and provide the skills for farmers in the district to take the next step in improving their sustainability and farm management practices.	2017–18 National Landcare Program	\$10,000.00
Northern Bendigo Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Nuggetty Land Protection Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Ravenswood Valley Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Sandy Creek Catchment Landcare	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
St Arnaud Field Naturalist Club Inc.	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00

Recipient	Project Title	Brief Project Description	Funded By	Allocation Amount
St Arnaud Hills Landcare	St Arnaud Hills CLG 2107-18	The project focuses on one site on a waterway, Jardines Creek, that feeds directly into the Avon River at Moolerr. The waterway has been fenced by the CMA across a number of different properties from its origins in the St Arnaud Ranges to the Avon River (approx. 10 kms). Run-off from the aerodrome is usually fed in to the waterway through a series of pipes running under a levee bank. Unfortunately, heavy rains last year saw the flow overtop the levee bank and cause severe erosion of the waterway banks. The project is looking to place rocks (following application and granting of a works on waterway permit) into the waterway to reduce the energy of water flows entering the damaged area. The project is also looking to further stabilise the banks through revegetation which was not undertaken after the creek was fenced. Five loads of rock (approximately 150 tonnes) will be placed in the waterway by an accredited contractor (Reeves). A 1.8 ha area will also be revegetated using two kilograms of mixed indigenous seed.	2017–18 National Landcare Program	\$3,000.00
Strathallan Family Landcare	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Stuart Mill Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Tarrangower Cactus Control Group Inc.	2018 Wheel Cactus Offensive	The project continues the Wheel Cactus eradication campaign with Parks Victoria that started in 2005. Hosting eight community field days and one four-day university student event. The final field day will be a celebration event for volunteers. The group will also provide equipment, chemicals and other support to landholders and other groups involved with weed eradication. At the events, participants will help control wheel cactus infestations using a variety of methods. A broad range of community members participate in the events which encourages networking between landholders and volunteers. Community engagement is encouraged by advertising activities through the local press, conducting stalls at the Maldon Show and other local events and participating in the Maldon Easter Fair Parade. The group's website promotes activities and invites and responds to enquiries for advice. The project is having a significant impact on the local environment by reducing wheel cactus infestations on Mount Tarrenhower, in the Maldon Historic Reserve and on private land and roadsides.	2017–18 Victorian Landcare Grants	\$4,650.00
Teddywaddy Rabbit Action Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
The Bushfire Foundation Inc.	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Timor West Landcare Group Inc.	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Trentham and District Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00

Recipient	Project Title	Brief Project Description	Funded By	Allocation Amount
Turtles Australia Inc.	Turtle Nest Site Surveys and Interpretive Signage	Turtles Australia aims to further increase community awareness of turtles in north central Victoria. Awareness activities include creating and placing signs in designated turtle hot spots. The signs will be erected at local high traffic tourist hotspots including the north end of Lake Meran, Cohuna Gateway Centre, the Gunbower Island Canoe trail start point and the Gunbower Lions Park. Turtles Australia will also undertake at least one field day work at Lake Meran, Lake Charm, Kangaroo Lake and Serpentine weir. This will include nest surveys to scout the location for fox raided nests and potential viable nests that need protection. The project will also work with other local groups involved such as Gunbower Landcare, Friends of Lake Meran, Bendigo TAFE and Gunbower and District Development Group Inc. Barapa Land and Water Landcare. Educating local groups about turtles is important for the project as is promoting data recording programs such as TurtleSAT and Atlas of Living Australia. These programs are integral to increasing the knowledge of turtle populations in the region.	2017–18 Victorian Landcare Grants	\$6,352.00.
Tylden Landcare	Who's Living on our Land? - Building Capacity to Reconnect the Coliban River	Tylden Landcare has primarily worked along the Little Coliban River and has a working knowledge of strengths and weaknesses of the project site. As this work continues, the group will increase their knowledge of assets and threats, and connect with new landholders in the adjacent Coliban River valley in the Tylden-Springhill region. The project will do this through the delivery of a range of citizen science and community education programs based around nature conservation that examine links between rivers and surrounding vegetation. Education programs include wildlife monitoring using infra-red motion sensor cameras on remnant vegetation on eight private properties for a two-week period in the Little Coliban and Coliban River catchment. Bird censuses along two elevational transects through private grazing and native vegetation of the Coliban River catchment Survey night walks to promote the camera monitoring and community revegetation days. A Coliban River Action Plan will also be produced from findings to guide future on ground projects.	2017–18 Victorian Landcare Grants	\$8,635.00
Ullina Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Upper Loddon and Avoca Landcare Network	Education, Caring for our Endangered Species and Erosion Mitigation	Network Grant	2017–18 Victorian Landcare Grants	\$10,000.00
Victoria Gully Group (Friends of Box Ironbark Forest Inc.)	Frog Ponds for Victoria Gully	Victoria Gully is a tributary valley of Forest Creek with a disturbed topography resulting from alluvial mining including sluicing. Water courses are ill-defined. Water flows into Forest Creek only occur in major rain events. The upper (south) part of the gully contains mature yellow box forest (Clinkers Hill Reserve (Parks Victoria)) creating a habitat corridor from Castlemaine Diggings National Heritage Park that could potentially eventually reach Forest Creek. The project area is located north of the Reserve, in a wider valley containing non-indigenous grasses and woody weeds and supporting a large kangaroo population. Victoria Gully Group has removed rubbish and weeds in the Reserve and gully and installed two enclosure plots with indigenous plantings near the project area. Five frog species have been confirmed in a seasonal pool dammed by a vehicle track south of the project area; and possible presence of threatened frogs <i>Litoria raniformis</i> and <i>Pseudophryne bibroni</i> .	2017–18 Victorian Landcare Grants	\$2,500.00

Recipient	Project Title	Brief Project Description	Funded By	Allocation Amount
VLI -Glenlyon Upper Loddon Landcare Group	Repair and Enhancement of the Biolink Walking Trail	The project will facilitate replacement of a number of gravel sections of the walking trail which were washed away by the September 2016 floods and improve all weather access through the installation of two culverts along the pathway. The installation of two additional interpretive signs will expand the information available to the community regarding the natural resource features of the riparian zone with particular reference to in stream vegetation and the geological features of the area. In addition, small labels will be attached to particular trees to support the Citizen Science program of events entitled "What's in our Backyard" being undertaken in conjunction with the Progress Association to educate the community about the natural resource aspects of the environs of Glenlyon. The provision of funds for the purchase of the herbicide, penetrant and marker dye will support the ongoing Landcare program directed to controlling thistles, blackberry and gorse along the trail.	2017–18 Victorian Landcare Grants	\$5,775.00
Wedderburn Conservation Management Network (WCMN)	Wedderburn CMN Arboreal Mammals	The WCMN has carried out extensive revegetation and native remnant enhancement within its area of interest including recent plantations facilitated by the Kooyoora Connections Project. However, the group has limited knowledge concerning the effects of some of this work on local fauna including arboreal mammals, birds and bats. Volunteers will place nest boxes in strategic positions and carry out regular monitoring and maintenance. The data recorded, stored and analysed will assist in informing future conservation actions. This data will also inform actions in terms of the species' needs such as their requirements for food, water and appropriate nesting sites. Environmentally the project will consider the positions e.g. adjacent to remnant stands of woodland, composition e.g. inclusion of specific plant species for food and nesting trees and the inter-connectedness of revegetation works.	2017–18 Victorian Landcare Grants	\$10,000.00
Winjallok Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Woosang Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Wychitella District Landcare Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Yawong Conservation Group	Maintenance Grant	Maintenance Grant	2017–18 Victorian Landcare Grants	\$500.00
Wycheproof Landcare acting for the Wycheproof-Glenloch East Farming for Sustainable Soils Group	Farming for Sustainable Soils - Wycheproof-Glenloch East	Devolved grant supporting implementation of the Wycheproof-Glenloch East Local Area Soil Protection Plan in accordance with an Annual (2017/2018) Activity Schedule. The grant affords the group the opportunity to engage in tasks that extend through soil assessment, knowledge building, and the conduct of trials and demonstrations.	2017–18 National Landcare Program	\$35,000.00
Loddon Plains Landcare acting for the Pyramid Hill Farming for Sustainable Soils Group	Farming for Sustainable Soils - Pyramid Hill	Devolved grant supporting implementation of the Pyramid Hill Local Area Soil Protection Plan in accordance with an Annual (2017/2018) Activity Schedule. The grant affords the group the opportunity to engage in tasks that extend through soil assessment, knowledge building, and the conduct of trials and demonstrations.	2017–18 National Landcare Program	\$25,000.00
Timor West Landcare acting for the Timor West Farming for Sustainable Soils Group	Farming for Sustainable Soils - Timor West	Devolved grant supporting implementation of the Timor West Local Area Soil Protection Plan in accordance with an Annual (2017/2018) Activity Schedule. The grant affords the group the opportunity to engage in tasks that extend through soil assessment, knowledge building, and the conduct of trials and demonstrations.	2017–18 National Landcare Program	\$30,000.00



Contact Us

Huntly – Main Office
PO Box 18, Huntly, Victoria 3551
628–634 Midland Highway, Huntly, Victoria 3551
T (03) 5448 7124 F (03) 5448 7148
E info@nccma.vic.gov.au
www.nccma.vic.gov.au

 /northccma

 @northcentralcma