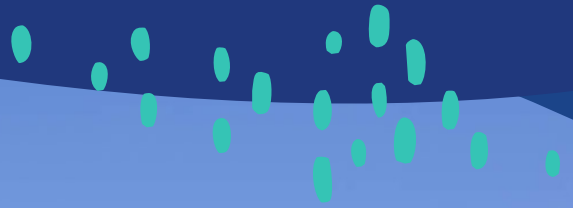


2024-2025

Annual Report





ACKNOWLEDGEMENT OF COUNTRY

The North Central Catchment Management Authority acknowledges Traditional Owners within the region, their rich culture and spiritual connection to Country.

We also acknowledge the contribution and interest of Aboriginal and Torres Strait Islander people and organisations in land and natural resource management, and pay respects to Elders past, present and emerging.

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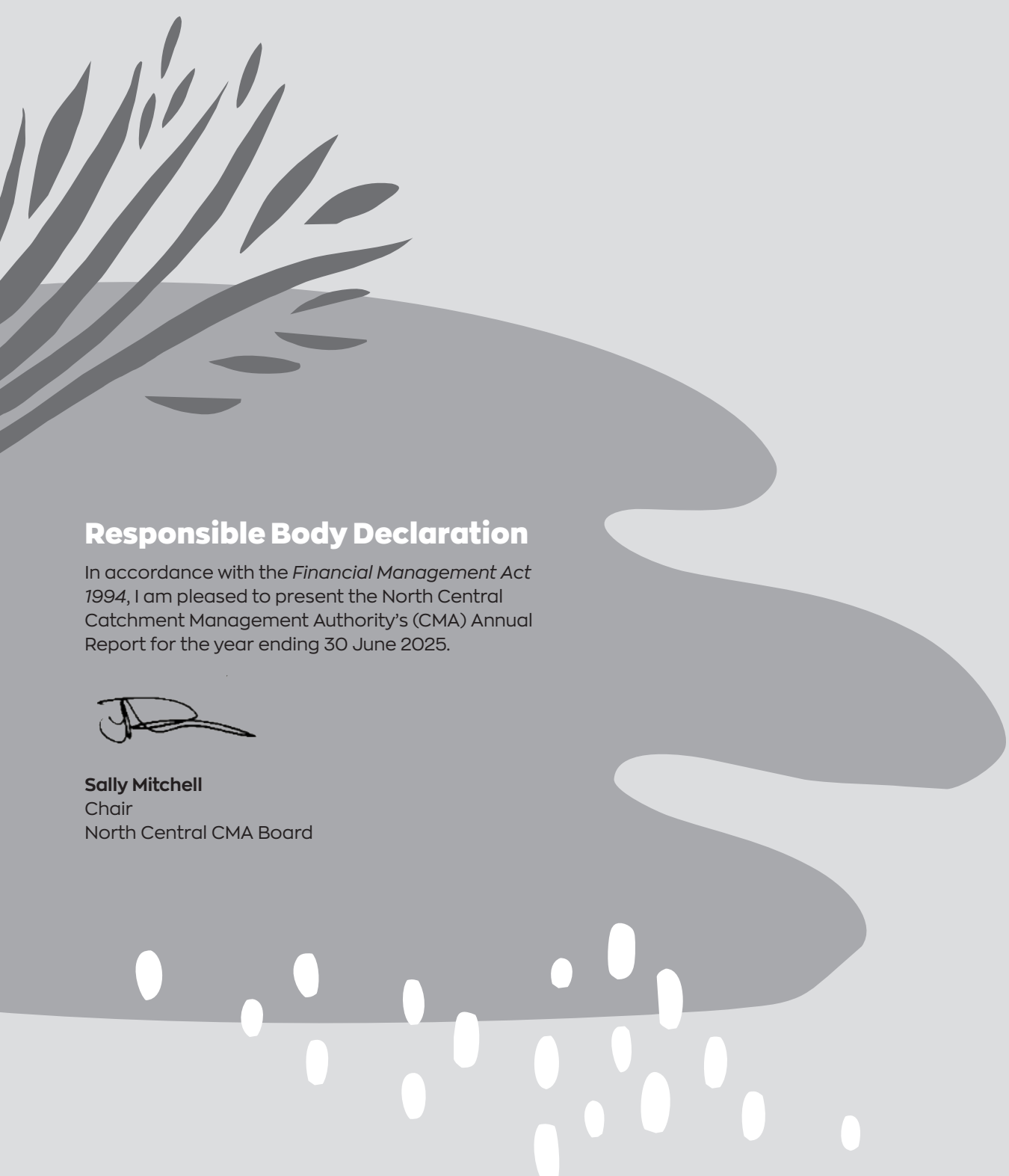
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North Central Catchment Management Authority
628-634 Midland Hwy Huntly, Victoria 3551



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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 2025.

A handwritten signature in black ink, appearing to read 'Sally Mitchell'.

Sally Mitchell
Chair
North Central CMA Board

PART 1: YEAR IN REVIEW

Foreword from the Chair

It has been a year of meaningful progress and collaboration for the North Central CMA, as we continued to work alongside our communities, Traditional Owners, and partners to connect rivers, landscapes and people in pursuit of lasting positive change.

The 2024–25 year saw the Board consolidate its strategic direction following some changes to Board membership and the inclusion of Associate positions representing Aboriginal and youth perspectives. These additions have enriched our governance and strengthened our commitment to inclusive leadership. The annual Board assessment provided clear priorities, including enhancing stakeholder engagement, deepening relationships with Traditional Owners, and investing in cultural competence and cyber security frameworks.

Guided by the Minister’s Letter of Expectations and our strategic priorities, our key achievements include:

- ▶ Pursuing new NRM opportunities through the delivery of a Community Carbon Pilot and continued progress on a Natural Capital Roadmap to ensure the region is nature market ready.
- ▶ Supporting Traditional Owner self-determination by advancing our Stretch Reconciliation Action Plan and pursuing joint projects and management approaches with First Nations People.
- ▶ Taking action on climate change through the review and renewal of our Climate Change Strategy and launching a new Climate Positive Farming Initiative
- ▶ Ongoing disaster recovery efforts following the flooding experienced across the region from 2022-24.
- ▶ Continuing our core programs in land, water and biodiversity that protect what we love about the North Central region.

Following the challenges our region faced from flood events in early 2024, disaster recovery efforts are ongoing, and have tested the robustness of our Flood Response Plan.

I want to acknowledge the dedication and professionalism of our staff, who remain our greatest asset. Their commitment to delivering high-quality outcomes underpins everything we do.

On behalf of the Board, I extend our sincere thanks to all who have contributed to our achievements this year. We look forward to continuing our work together in the year ahead.



A stylized, handwritten signature in black ink.

Sally Mitchell
Chair
North Central CMA Board

1.1 Our Vision, Our Purpose, Our Approach, Our Culture

The North Central CMA's strategic direction creates a clear, purposeful, and enabling path for the organisation to ensure the delivery of the best possible value for our communities, government and interested stakeholders. 'Our Culture' reflects the organisation's appetite towards new challenges, innovation, and collaboration.

Our Vision

Healthy landscapes supporting prosperous communities.

Our Purpose

Connecting rivers, landscapes, and people to deliver lasting positive change.

Our Approach

Connecting natural resource management activities

- ▶ Delivering water for the environment and improving waterways.
- ▶ Promoting restorative agricultural land stewardship.
- ▶ Securing and linking habitats and species.
- ▶ Adapting landscapes to a changing climate.

Enabling active communities

- ▶ Encouraging and supporting community action for the environment.
- ▶ Supporting Traditional Owner and Aboriginal self-determination, values and aspirations, economic inclusion.
- ▶ Leading and partnering across government, business and community.

Supporting sound decisions with knowledge

- ▶ Identifying regional natural resource management priorities.
- ▶ Gathering and sharing knowledge from local, cultural and scientific sources.
- ▶ Providing support to prepare and protect the community from extreme events such as flooding.
- ▶ Pursuing new opportunities such as natural capital, emerging environmental markets and renewable energy.

Lead, nurture and innovate

- ▶ Ensuring safety and wellbeing of our team
- ▶ Valuing diversity and enabling inclusion
- ▶ Encouraging innovation and learning
- ▶ Applying financially, socially and environmentally responsible practices

Our Culture

As a public-sector entity we behave in line with the Victorian Public Sector values.

Our values

In addition to the Public Sector values, we have our unique set of values: Care, Courage and Connection (Figure 1) that guide our internal and external interactions and our work.

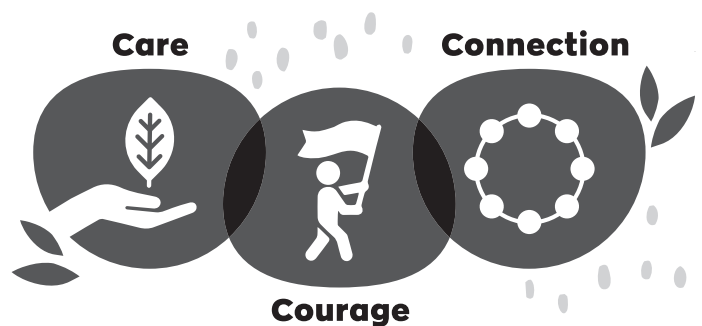


Figure 1 North Central CMA values

1.2 Manner of Establishment and Responsible Ministers

The North Central CMA is established under the *Catchment and Land Protection Act 1994 (CaLP Act)* and also has powers and functions under the *Water Act 1989 (Water Act)*.

The responsible Ministers for the reporting period were:

▶ **1 July 2024 – 18 December 2024**

The Hon. Harriet Shing MP, Minister for Water
The Hon. Steve Dimopoulos MP,
Minister for Environment

▶ **19 December 2024 – 30 June 2025**

The Hon. Gayle Tierney MP, Minister for Water
The Hon. Steve Dimopoulos MP,
Minister for Environment

1.3 Nature and Range of Services Provided

The North Central CMA is principally responsible for protecting and improving the health of the region's natural resources in-line with the North Central Regional Catchment Strategy 2021-27 (RCS) that's underpinned by supporting regional sub-strategies (Figure 2).

Responsibilities also include delivering on statutory obligations 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

The Environmental Asset program is responsible for delivering a broad range of projects aimed at improving the health of waterways, wetlands, and biodiversity within our region.

The program delivers priorities identified within the North Central Regional Catchment Strategy, the North Central Waterway Strategy, and a range of national and international environmental obligations.

The program also works closely with the broader north central Victorian community and Traditional Owner groups to support self-determination and build capacity for delivering shared benefits across the region.

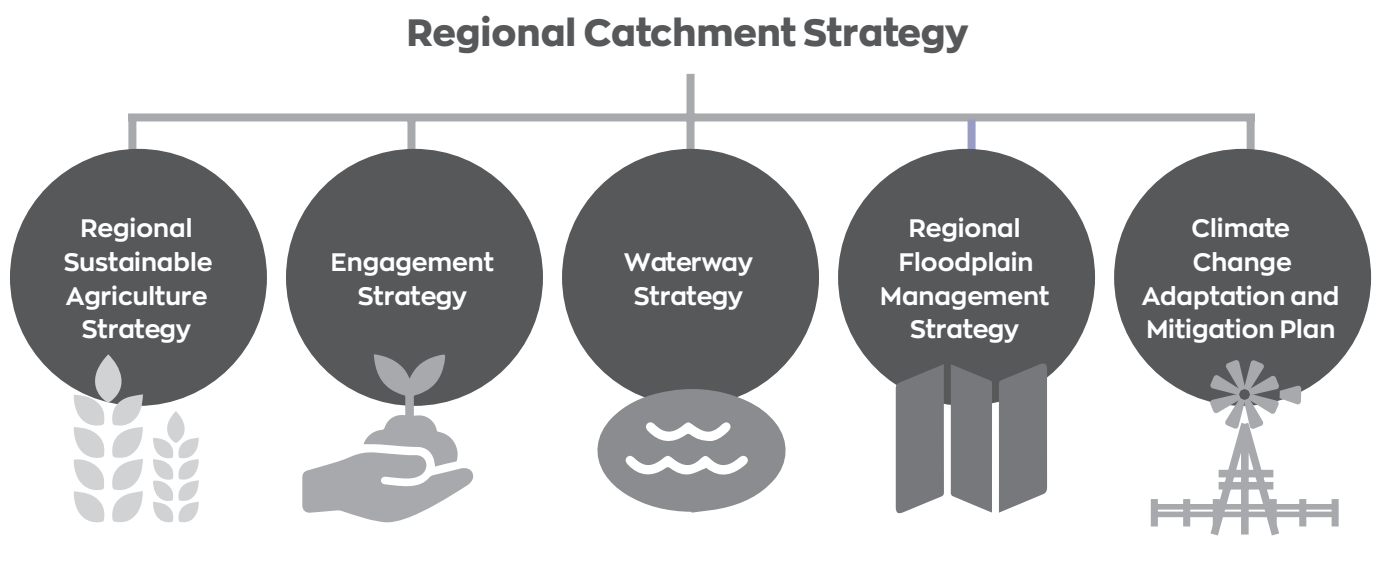


Figure 2 **Sub-strategies of the North Central Regional Catchment Strategy**

Water for the Environment

The core business of the Water for the Environment program is to deliver against the North Central CMA's statutory responsibilities to manage the environmental water reserve in our region pursuant to the *Water Act 1989*.

This includes long-term and annual planning, adaptively managing delivery, event-based monitoring, reporting to the Victorian Environmental Water Holder and the Murray Darling Basin Authority, and extensive community and Traditional Owner engagement. The program also includes management of works and measures that support environmental watering objectives such as infrastructure to deliver water to a site.

Sustainable Agriculture

The Sustainable Agriculture program works with communities, Traditional Owners, agricultural industries, and partner agencies to achieve productive and sustainable farming which includes protecting the natural resource base.

It delivers regional priorities identified in the North Central Regional Sustainable Agriculture Strategy that supports agriculture across north central Victoria.

Community and Relationships

The Community and Relationships program works with Traditional Owners, communities and internal and external stakeholders to provide support and leadership across community focused projects and programs with a focus on Landcare, Communications, Aboriginal Partnerships and Citizen Science.

The program supports the region's Landcare networks and groups, administration of the Victorian Landcare Grants, coordinates the delivery of "Galkangu' North Central CMA's Stretch Reconciliation Action Plan 2022-25 to support reconciliation and Traditional Owner self-determination, oversees the CMA's cultural heritage due diligence processes, and delivers citizen science activities through projects, such as WaterWatch and the North Central River Detectives Program. It also leads the CMA's communication activities.

A key part of the program is also overseeing implementation of the North Central CMA Engagement Strategy 2022-2027

Strategy and Impact

The Strategy and Impact program provides leadership and coordination across the North Central CMA's strategic planning and investment processes. The program leads the implementation and review of the North Central Regional Catchment Strategy 2021-2027, and supports the renewal of key strategies including the Regional Waterway Strategy and the Climate Change Adaptation and Mitigation Strategy.

The program also oversees the CMA's Monitoring, Evaluation, Reporting and Improvement (MERI) Framework and investment reporting processes, ensuring alignment with regional priorities and accountability to stakeholders. A key focus of the program is leading the CMA's approach to climate change adaptation and mitigation, embedding climate considerations across the organisation's work and supporting regional resilience.

Statutory Functions

The Statutory Functions and Floodplain Management program provides flood information and support to the Victorian State Emergency Service, local government, and the community. This contributes to the community understanding of their flood risk while also ensuring infrastructure development considers flood hazard and waterway health to minimise growth in flood risk and to protect and enhance waterway health.

The program also oversees the implementation of the Regional Floodplain Management Strategy which provides a work plan of priority actions from across the region to manage the risk of flooding and improve flood resilience of our communities in the future.

Major Projects

The Major Projects Program delivers works and measures to improve the health and condition of priority natural resource assets in the catchment. Key initiatives include enabling environmental water delivery to iconic red gum forests and floodplains, constructing native fish passage, supporting the catchment to recover from recent floods, and partnering with Traditional Owners to achieve their cultural values and aspirations for Country.

Disaster Recovery

The disaster recovery program continues to address impacts from the October 2022 flooding event caused significant inundation and damage across the four main river systems of the North Central Catchment Management Authority (CMA) management area, including the Campaspe, Loddon, Avoca, Avon-Richardson, along with tributaries and anabranches of the Murray River. The program was expanded in January 2025 with funding to address the impact of storms and localised flooding in 2023 and January 2024 on waterway health in our region.

The CMA's disaster recovery program continues to seek investment through available funding sources to deliver impact assessments and recovery works in the areas of waterway health, pest plant and animal control, and sustainable irrigated agriculture

1.4 Objectives, Functions, Powers and Duties

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

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

- ▶ Regional planning, coordination, and delivery.
- ▶ Statutory functions under Part 10 of the *Water Act 1989*
- ▶ Statutory functions under Part 11 of the *Water Act 1989*

Section 4.12 of this report, *Compliance with Establishing Act*, describes the CMA's responsibilities and activities that specifically relate to compliance with key components of the *Water Act 1989* and the *Catchment and Land Protection Act 1994*.

The Victorian Government's Outcomes Framework (Figure 3) focuses on environmental and community outcomes rather than outputs. A focus on outcomes provides a clear line of sight from investment through to success. In response, the North Central CMA developed a Business Outcomes Framework to demonstrate how the CMA will achieve the top two tiers of the Victorian Government's Outcomes Framework and how we will measure success against our vision, purpose, and approach.

Our performance against the Business Outcome Framework is detailed in the Performance Against Objectives, Functions, Powers and Duties section of this report (Table 2).

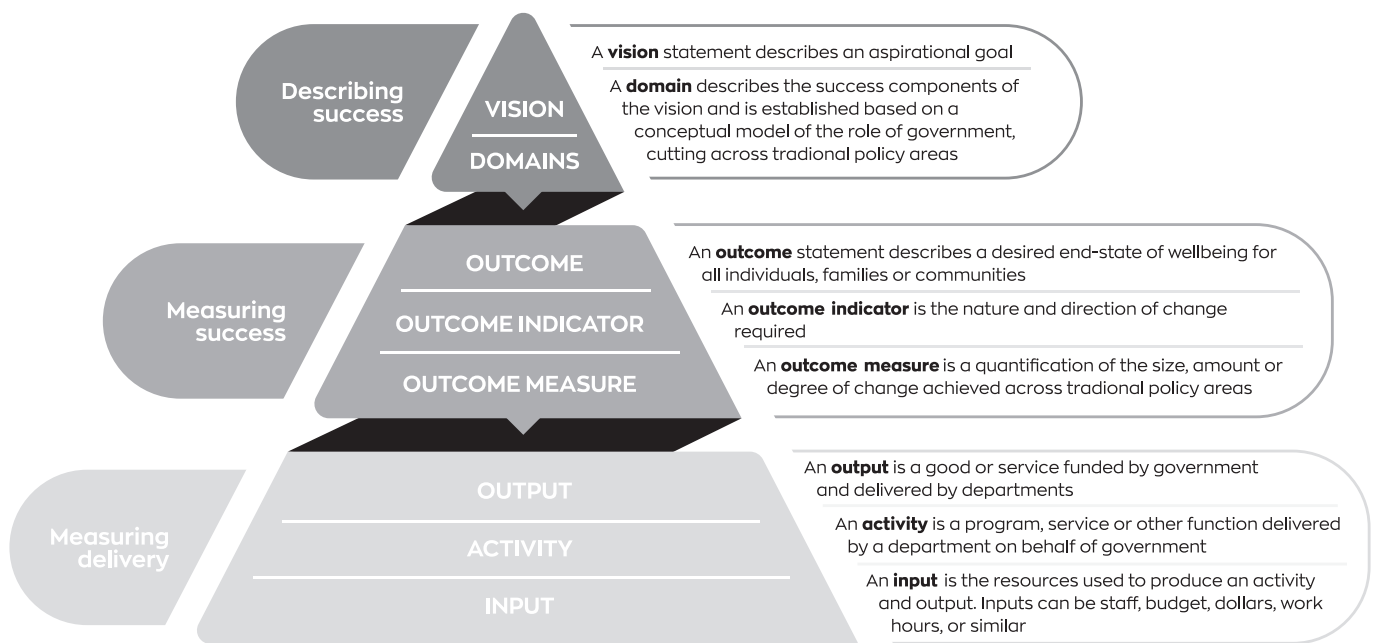


Figure 3 **Victorian Government Outcomes Framework Diagram**

1.5 Performance Against Objectives, Functions, Powers and Duties

This section of the report addresses our achievements and operational performance against key areas in our 2024-25 to 2028-29 Corporate Plan and legislative reporting requirements, including:

- ▶ Minister's Letter of Expectations Priority Areas
 - ▶ North Central CMA Business Outcomes Framework
 - ▶ Organisational Performance Framework
 - ▶ Regional Catchment Condition
 - ▶ DEECA Standard Outputs
 - ▶ Key Initiatives and Projects
 - ▶ Business Improvement
1. Climate Change and Energy
 2. Customer, Community and Engagement
 3. Recognise Aboriginal Values
 4. Recognise Recreational Values
 5. Resilient and Livable Cities and Towns
 6. Leadership, Diversity and Culture
 7. Performance and Financial Management
 8. Waterway and Catchment Health
 9. Water for Agriculture
 10. Customer Data Protection
 11. Cyber Security

Minister's Letter of Expectations Priority Areas

The Minister for Water issues an annual Letter of Expectations to the North Central CMA outlining expectation and performance priorities that align with nine Victorian government policy priorities:

Table 1 provides a high-level performance statement against each Victorian government priority policy area and outcome indicators outlined in the North Central CMA's 2024-25 to 2028-29 Corporate Plan.

Additional narrative on our performance can be read in the Key Initiatives and Project Performance section of this report.

Table 1 Performance Against Letter of Expectations Priority Areas

Priority Area	Outcome Indicator(s)	Performance statement
<p>1. Climate Change</p>	<p>E1 Carbon sequestration Active investigation into opportunities and/or deliver initiatives to:</p> <ul style="list-style-type: none"> • sequester carbon and generate carbon offset credits, • adapt to climate change and climate variability 	<p>E1.1 Active investigation into new opportunities that sequester carbon offsets has driven the North Central CMA's Grow Towards Zero project in partnership with four Local Government Authorities. The project works with private landholders to undertake revegetation activities to support multiple outcomes including net zero aspirations for the region and biodiversity.</p> <p>E2.1 The North Central CMA Board endorsed Climate Change Commitment and Action Plan underpins our commitment to addressing the threats and creating opportunities for the region to cope with a changing climate.</p> <p>The renewed North Central Regional Catchment Strategy 2021-27 (RCS) recognises the impacts of climate change are pervasive, exacerbating existing threats and vulnerabilities. The RCS considers NRM planning through a climate change lens and includes priority directions under community; land; water and biodiversity themes.</p> <p>The North Central CMA is renewing the North Central Climate Change Strategy with a draft ready for public consultation in late 2025.</p> <p>We are a key partner in the City of Greater Bendigo's Climate Collaboration initiative, working together to identify opportunities for the community as a whole to achieve zero emissions by 2030 across the city.</p> <p>The utilisation of 'climate adjusted' seed is one strategy that can be used to enhance climate resilience in revegetation. This is essentially introducing seed sourced from populations that represent the direction of the predicted climate change. The North Central CMA has worked with Greening Australia to develop a planning tool to support the CMA, Landcare groups and individuals to implement climate resilience into revegetation.</p>
<p>2. Customer, Community and Engagement</p>	<p>CE1 A strong community engagement focus that is a cornerstone of all CMA's functions</p>	<p>CE1.1 The North Central CMA Board endorsed the CMA's Community Participation Policy in December 2024 which guides the approach, establishment and operation of community participation. Implementation enables the CMA to connect with community members to support and/or provide feedback regarding the work of the CMA through a robust governance structure. The approach facilitates community input to regional strategies, programs, and projects and to provides formal and informal opportunities for community members to contribute and/or have insight to the work of the CMA.</p> <p>The North Central CMA Engagement Strategy 2022-27's vision of 'connected and knowledgeable communities and partners working together for a healthy catchment', continues to guide engagement efforts to ensure communities remain central to our work.</p> <p>To enhance engagement outcomes, the strategy prioritises three key focus areas:</p> <ul style="list-style-type: none"> • Innovation – Applying new and emerging engagement approaches to better meet objectives. • Traditional Owner Self-Determination – Building meaningful partnerships through early engagement, deep listening, trust-building, and shared action to heal Country and community. • Diversity and Inclusion – Creating and pursuing opportunities to engage with diverse groups in alignment with strategic goals. <p>Implementation of the strategy is supported by an Engagement Framework and Toolkit Addendum—a practical resource guiding staff in their engagement with communities, partners, and Traditional Owners to collaboratively deliver the aspirations of the Regional Catchment Strategy (RCS).</p> <p>CE1.2 In partnership with Soils CRC, Murdoch and Southern Cross Universities the 2024 Social Benchmarking study has been completed. This study provides information about landholder's knowledge and views about NRM and this information can be used to help tailor communication and engagement approaches to landholders and monitor change over time.</p>

Table 1 Performance Against Letter of Expectations Priority Areas

Priority Area	Outcome Indicator(s)	Performance statement
<p>3. Recognise Aboriginal Values</p>	<p>AC1 Demonstrate effective partnerships with Traditional Owners.</p>	<p>AC1.1 The North Central CMA has informal and formal effective partnerships with the seven Traditional Owner Nations across the catchment including with Barapa Barapa Wamba Wamba through a First Nations Working Group formal partnership; a Partnership Agreement with DJAARA and Yorta Yorta expressing an interest in developing an MOU in the near future.</p> <p>The North Central CMA's Galkangu Stretch Reconciliation Action Plan 2022–2025—named from DJAARA language meaning <i>we walk together, we learn together</i>—guides our commitment to walking and working on Country alongside Aboriginal and Torres Strait Islander Peoples as equals, with the shared goal of healing Country.</p> <p>Throughout the year, we have continued to support self-determination and strengthen partnerships with First Nations communities, actively involving them in project planning and delivery. Their knowledge and leadership have been integral to projects and programs such as:</p> <ul style="list-style-type: none"> • Barapa Wamba Water for Country project • The Living Murray Program • Environmental Water Program • Our Catchments, Our Communities • Waterways of the West <p>These collaborations support cultural and ecological monitoring, knowledge sharing, and inclusive reporting, helping us better understand and incorporate Traditional Owner aspirations and perspectives into our work.</p> <p>We also remain committed to supporting Indigenous economic development. In 2024–25, we engaged with several Indigenous businesses and contractors—including Djandak, Biik, Wolka Wolla, Murnong Mumma's, Nalderun, Dumawal, and others—to deliver on-ground works, cultural ceremonies, and artistic contributions across our programs.</p>
<p>4. Recognise Recreational Values</p>	<p>RV2 Demonstrate engagement processes with community or stakeholders</p> <p>RV3 Accessible and user- friendly information</p> <p>RV4 Collaboration with other organisations and government agencies</p>	<p>RV2.1 Through the Community theme of the North Central Regional Catchment Strategy 2021-27, we recognise a healthy environment including waterways, are critical to providing recreational opportunities for local communities. We ensure that the shared recreational benefits of our work are considered during project planning. The CMA integrates recreational benefits through:</p> <ul style="list-style-type: none"> • the delivery of water for the environment to rivers and wetlands brings essential environmental benefits and creates numerous recreational opportunities, including birdwatching, fishing, kayaking, and camping. • native fish recovery investments directly improve habitat, conditions and increase stock directly to support recovery of fish species, which in turn supports angling, • the delivery of community events, such as fishing, kayaking, nature art, festivals and animal watching provide opportunities for people to participate in recreational activities. <p>RV3.1 The North Central CMA has been participating in a cross agency project to support the development of the Murray River Adventure trail which will provide the local community and visitors a series of connected walking, cycling and paddling trails.</p> <p>RV4.1 Through active involvement with Local Government, the CMA provides information regarding recreational opportunities through visitor information centres, such as the Cohuna Visitor Centre. Programming of CMA activities occurs to ensure access is available to recreational activities such as camping and boating at peak periods.</p> <p>The CMA also hosts a range of recreational activities during the week and weekends for the local community and visitors.</p>

Priority Area	Outcome Indicator(s)	Performance statement
5. Resilient and Liveable Cities and Towns	LC1 Healthy communities and resilient, liveable environments	<p>LC1.1 The North Central CMA is an active participant in the Coliban, Central Highlands and Northern Mallee Integrated Water Management Forums and has a connection to the Wimmera Forum.</p> <p>LC1.2 Initiatives including Healthy Coliban Catchment, Tullaroop Catchment, Upper Avoca Healthy Catchment Plan and Forrest Creek revitalisation project exemplify our commitment to prioritising natural resource management efforts for a range of environmental, social and economic benefits including securing the long-term water supply for urban residents while also delivering significant environmental benefits.</p> <p>LC1.3 Key activities include stock exclusion from reservoirs and waterways, weed control and revegetation along waterways, planning scheme amendments, and other priority actions informed by Aboriginal Water Assessments which focus on cultural management and landscape improvement.</p>
6. Leadership, Diversity and Culture	G1 Diversity and inclusion	<p>G1.1 The North Central CMA celebrates the differences between people and the contribution these differences make to our work and communities. Our Diversity and Inclusion Plan 2023-2028 is published on our website and we will continue to implement this plan during 2025-2026.</p> <p>G1.2 We continue to deliver on focus areas and actions of our Gender Equality Action Plan 2021-2025. Our plan and progress are reported on our website. We intend to refresh our GEAP during 2025-2026.</p> <p>G1.5 77% staff completed the VPSC People Matter Survey in 2025</p> <p>G1.8 We are delivering on focus areas and associated actions to demonstrate our commitment to diversity and inclusion informed by our Diversity and Inclusion Plan for 2023 - 2028; Stretch Reconciliation Action Plan Galkangu 'we build together' 2022-2025; Gender Equality Action Plan 2022-2026, and our Engagement Strategy 'Connecting with Others 2022-2027'.</p>
7. Performance and Financial Management	PE1 Delivering efficiencies leading to cost savings and improved reporting systems and processes.	<p>PE2.1 During this performance period, we contributed to the development of several strategic initiatives aimed at improving operational efficiency, enhancing reporting systems, and positioning CMAs for long-term cost savings. While many projects are still in the implementation or early development phase, they are progressing well and are expected to yield measurable benefits in future cycles. Key progress highlights include:</p> <ul style="list-style-type: none"> Engaged with CMA counterparts to co-develop frameworks for the safe and ethical use of AI, ensuring readiness for future integration Participated in the design of a Cyber Incident Response and Control Strategy, laying the groundwork for digital risk management. Continued opportunities to leverage government procurement offerings, identifying areas for future leveraging of savings. Contributed to the discussions regarding climate change reporting obligations, ensuring future compliance and transparency. Supported the establishment of a shared OHS training and management approach across CMAs, promoting consistency and reducing duplication. Helped build a centralised OHS knowledge base, enabling cross-organizational learning and improved safety practices. While all opportunities are yet to be realised, the foundational work completed this period will position these initiatives for successful delivery and long-term impact. Collaboration with other CMA's continues <p>PE3.1 A focus on building internal capability, strengthening collaboration, and laying the groundwork for long-term operational efficiencies. Early progress indicates contribution to reduced costs.</p> <p>Delivered cost savings by leveraging internal expertise for key project requirements, reducing dependence on external consultants and contractors. Initiated plans for refurbishment of office space to improve energy efficiency and reduce operational costs.</p> <p>Proposed upgrades include more efficient HVAC systems and glazing improvements, expected to lower energy consumption and enhance workplace comfort.</p>

Table 1 Performance Against Letter of Expectations Priority Areas

Priority Area	Outcome Indicator(s)	Performance statement
<p>8. Waterway and Catchment Health</p>	<p>CH2 Improved catchment and waterway health and resilience.</p>	<p>CH2.1 During 2024-25 the North Central CMA has implemented and reported on the Regional Catchment Strategy.</p> <p>The North Central CMA continues to focus on priority catchments and waterways identified in the Regional Waterway Strategy. A process has begun to renew the region's Waterway Strategy.</p> <p>CH2.2 The North Central CMA is delivering waterway and integrated catchment management in line with Water for Victoria, Our Catchments, Our Communities-Building on the legacy for better stewardship, and Victorian Waterway Management Strategy. Good project examples include A healthy Coliban Catchment, Native Fish Recovery plan and Ramsar restoration projects.</p> <p>Improved catchment and waterway health and resilience is being achieved through increased diversity and numbers of fish, increased fish movement due to improved waterway connectivity and instream and riparian stability in priority waterways across the catchment.</p> <p>CH2.3 The Catchment Partners Forum met four times, reinforcing regional collaboration and strategic alignment, supported by a reviewed annual workplan. The North Central CMA, with DJAARA and other partners, have developed the DJAARA led Dhelkunya Upper Avoca 'Everyone working together to heal the Upper Avoca' 2024-2034. This Plan uses a DJAARA centered approach and provides clear vision, objectives and actions.</p>
<p>9. Water for Agriculture</p>	<p>WA1 A productive and profitable irrigation sector and vibrant and resilient regional communities that adapt.</p>	<p>WA1.1 The 2020-30 Loddon Campaspe Irrigation Region Land and Water Management Plan vision of 'using water for healthy, productive, sustainable, irrigated food and fibre', continues to guide purposeful action for a productive and profitable irrigation sector and vibrant and resilient regional communities</p> <p>WA1.2 The North Central CMA delivered programs which supported irrigation farmers to efficiently use irrigation water, develop a strategy for future irrigation drainage management and reports on accountable actions for salinity.</p> <p>The North Central CMA continues to work in partnership with Agriculture Victoria to deliver extension programs. Over the past twelve months 5 Whole Farm Plans surveys over 533ha were completed and 5 Whole Farm Plans designed with a total 508 ha completed. The team contributed to the assessment of 1384ha new irrigation developments (against the guidelines). There were 340ha of new irrigation developments approved referrals.</p> <p>The Loddon-Murray Irrigation Region Irrigation Drainage Strategy is complete and is a forward-looking framework designed to guide the effective management of irrigation drainage.</p> <p>The North Central CMA also contributes to the implementation of the Murray Darling Basin Salinity Management 2030 Strategy and manages the accountable actions register entries for north central Victoria. A fully defined three-dimensional surface water-groundwater model (IAAM) for computing saltloads in northern Victoria was used to complete the Barr Creek Catchment Strategy Accountable Action Review 2024.</p> <p>Groundwater monitoring program in northern Victoria continues monitor bores quarterly, with digital loggers installed to record groundwater fluctuations at 4 hourly intervals, downloaded six monthly.</p> <p>WA1.3 The agriculture sector is supported through the CMA's Sustainable Agriculture Facilitator with funding from the Australian Government's Natural Heritage Trust. The Climate Positive Farming Initiative, Carbon Farming Outreach Program and co-ordination of the Loddon Campaspe Regional Drought Resilience Implementation Plan works with key partners towards increasing adoption of best practice agriculture, build climate resilience by partnering with farmers, communities, First Nations People, universities, and industry through the delivery of a series of events, workshops, demonstration sites and development of extension tools.</p>

Priority Area	Outcome Indicator(s)	Performance statement
10. Customer Data Protection	Information Security	North Central CMA, in collaboration with our external ICT provider, has implemented a range of security processes and policies to protect organisational data. These include ICT security, access and patch management, network monitoring, disaster recovery, asset refresh, BYOD controls, and a Data Management Policy with breach response protocols—demonstrating a strong commitment to safeguarding information.
11. Cyber Security	Cyber Security Risk	In 2024-25, North Central CMA undertook its cyber security strategy through a comprehensive self-assessment using the VMIA Essential Eight Maturity Model. Supported by an external ICT provider, the assessment affirmed strong deployment of Microsoft 365's enterprise-grade controls while identifying areas for further enhancement.



1.6 Business Outcomes Framework

The North Central CMA's Business Outcomes Framework (Table 2) aligns with the 2018 Victorian Government's Business Outcomes Framework (Figure 3).

The Framework describes overarching domains, outcomes and outcome indicators that closely align to the Victorian government's nine key policy areas and includes metrics to measure success.

Results demonstrate our value to the community and our investors. Further commentary on our performance is detailed in the Key Initiatives and Program Performance (1.10) section of this report.

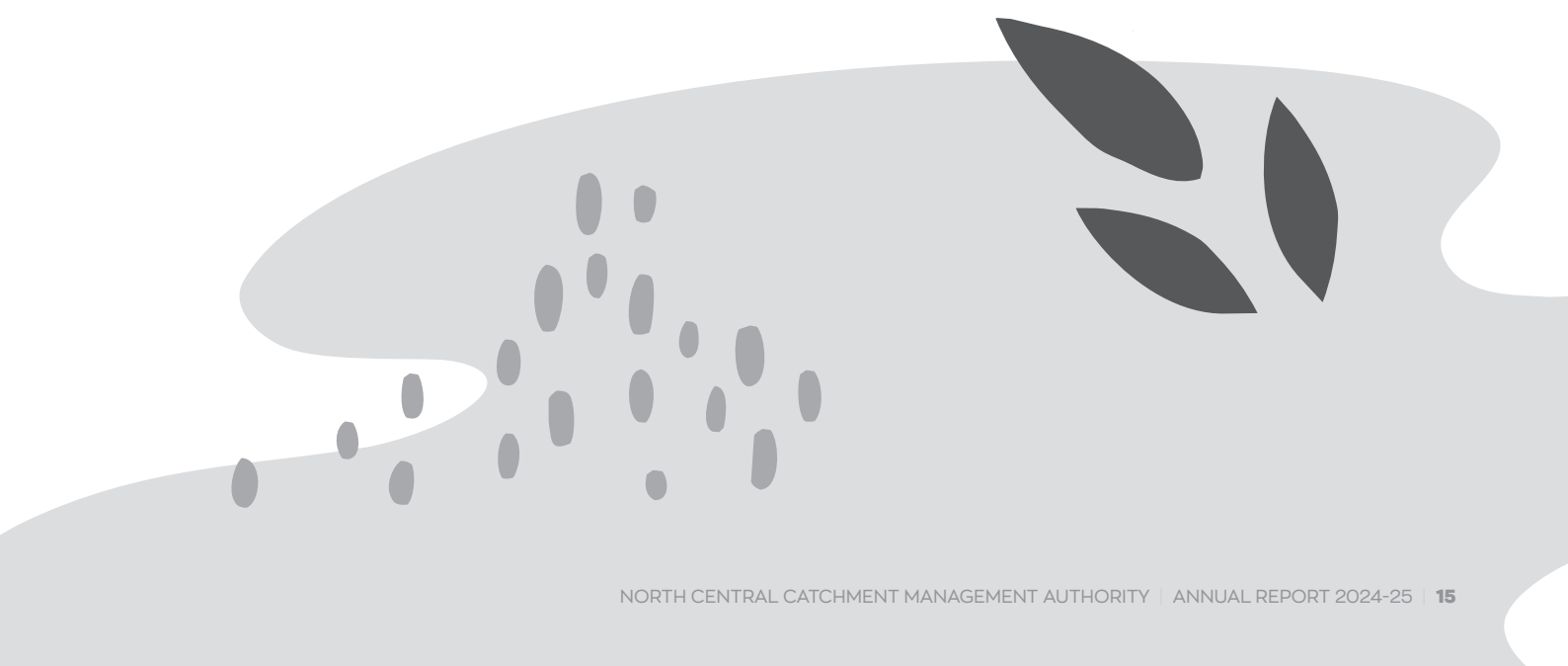
Table 2 Business Outcomes Framework

Framework					Performance	
Outcomes	Outcome indicators	Measure	Output	Business Unit Alignment	Actual 2024-25	Actual 2023-24
Domain - Healthy Environment						
Priority waterways and associated riparian zones are providing enhanced social, economic and environmental services to the community	Increased waterway protection and/or improved management	Hectares; number of systems with improved environmental flows	Fence, vegetation, weed control, pest control, water, grazing, management agreement, engagement event, approval and advice, partnership.	Environmental Assets, Water for the Environment, Strategy and Partnerships, Statutory Functions and Floodplain Management	1,801 ha 7	3,027 ha* 8
Priority wetlands and associated riparian zones are providing enhanced social, economic and environmental services to the community	Increased wetland protection and/or improved management	Hectares	Fence, vegetation, weed control, pest control, water, grazing, management agreement, engagement event, partnership.	Environmental Assets, Water for the Environment, Strategy and Partnerships	5,367 ha	23,733 ha*
Planning guidelines, advice and agencies are reducing the costs and impacts of flooding to property and asset owners, while maintaining floodplain connectivity and flow paths	Reduced flood risk	Referrals/ hectares	Approval and advice, partnership, measurement station, assessment engagement event.	Statutory Functions and Floodplain Management	642 referrals 22,627 ha	884 referrals 26,394 ha
Priority ecosystems are providing enhanced social, economic and environmental services to the community and protecting threatened species for future generations	Increased biodiversity protection and/or improved management	Hectares	Waterway structure, fence, vegetation, weed control, pest control, water, grazing, management agreement, engagement event.	Environmental Assets, Water for the Environment, Strategy and Partnerships	2,200 ha	2,666 ha*

Outcomes	Outcome indicators	Measure	Output	Business Unit Alignment	Target	Actual
Domain - Healthy Environment						
Appropriate land use and management practices are enabling economic profit for farmers, while minimising social and environmental impacts for the community	Improved agricultural management	Hectares	Fence vegetation, soil treatment, grazing, agricultural practice, assessment, engagement events, partnership and plans.	Sustainable Agriculture	2,033 ha#	3,253 ha#
Domain - Knowledgeable and Active Communities						
The community is aware, knowledgeable, skilled and resourced to actively participate in environment and agricultural management	Maintain Landcare Group health. Increased participants knowledge, awareness, skills and/or attitude (KASA)	Landcare Group Health Score; percentage of respondents with increase in KASA	Fence, vegetation, weed control, pest control, engagement event, partnership	All	86% (Landcare) 87% (KASA)	86% (Landcare) 65% (KASA)
Traditional Owners are aware, knowledgeable, skilled and resourced to actively participate in managing Country	Increased number of projects with Traditional Owner participation in decision-making about design and delivery	Number of projects	Fence, vegetation, weed control, pest control, engagement event, partnership	All	8	8

*Footnote: Targets were exceeded in 2023/24 due to the finalisation of significant projects which had been impacted by the pandemic and flood events across the region in earlier years.

#Footnote: A gap in funding for improved agricultural management occurred during 2023/24 and a significant proportion of 2024/25. Funding to achieve outcomes resumed in early 2025.



1.7 Organisational Performance Framework

The North Central CMA’s Organisational Performance Framework (Figure 4) has been developed to track performance against five enabling themes of the business.

It is also used to inform ongoing activities and includes 14 measures to evaluate performance against and between different organisational functional levels, from governance to people and development.

Many of the measures in the Organisational Performance Framework align with the Business Outcomes Framework (Table 2) and places the North Central CMA in a sound position to further report on outcomes in alignment with Victorian government key policy areas and initiatives.

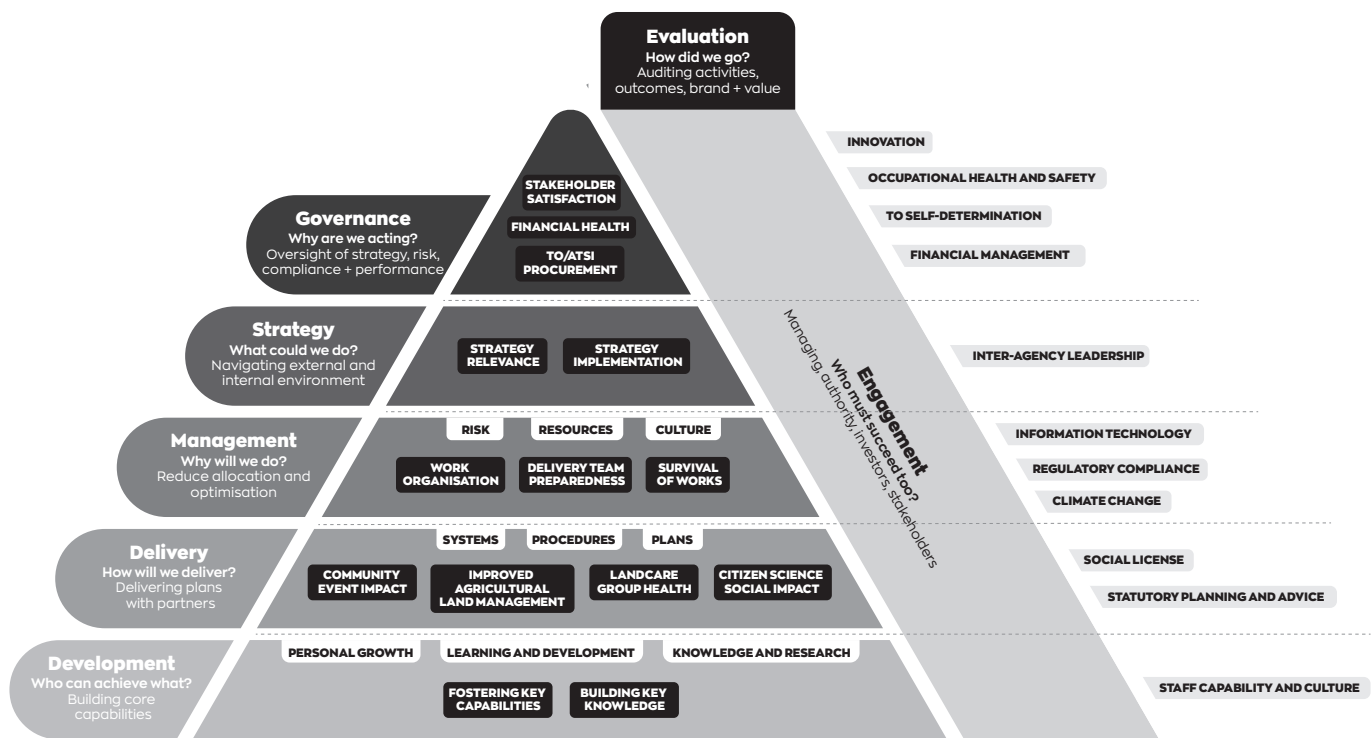


Figure 4 Organisational Performance Framework

Legend

- Increasing measure or at (assumed) benchmark
- Slight increase or decrease, but not at (assumed) benchmark
- Significant reduction or low trend, well below (assumed) benchmark

Table 3 provides brief commentary against measures under Governance; Strategy; Management; Delivery and Development headlines outlined in the

Organisational Performance Framework. Commentary is informed by data detailed in the Organisational Performance Framework Annual Report 2024-25.

Table 3 **Organisational Performance Framework commentary**

	Measure	Trend	Comment
Governance	Stakeholder satisfaction	➔	85.8% of participants in the stakeholder satisfaction survey 'agreed' or 'strongly agreed' that they were satisfied with working with the North Central CMA. These results reflect the CMA's reputation as a trusted and collaborative natural resource management partner.
	Financial health	➔	<p>Projects funded through Waterway Health Program's EC6 have been for the 4 years through to 30 June 2028 have been secured.</p> <p>Commonwealth funding for projects under the National Heritage Trust for 2023-24 through 2026-27 has been secured.</p> <p>Cash held remained flat with grant funds received in June and a later than expected commencement of refurbishment works maintaining our cash position to the end of 2024-25 financial year. We expect a drawdown of cash reserves over the next 12 months as EC6 work is delivered as well as the completion of Huntly office refurbishment expected in December.</p>
	Traditional Owner/ATSI procurement	⬆️	<p>9% of the annual natural resource management spend has been procured through Traditional Owner and/or Aboriginal Torres Strait Islander (TO/ATSI) businesses or employment, exceeding the North Central CMA's Reconciliation Action Plan target of 4%.</p> <p>We measure this through inclusion of registered ABN holders as per the Social Procurement Framework (section 4.2 - 4.98%), but also include known local TO contractors and individuals engaged directly who have not registered themselves through an ABN to the State Registers of TO organisations.</p>
Strategy	Strategy relevance	➔	The region continues to deliver on key strategic priorities, including implementation of the North Central Regional Catchment Strategy 2021-27, the North Central Regional Floodplain Management Strategy 2018-28, and the Loddon Campaspe Irrigation Region Land and Water Management Plan 2020-30. Renewal work is underway for the North Central Climate Change Adaptation and Mitigation Plan 2015 and the North Central Waterway Management Strategy 2014-22.
	Strategy implementation	⬆️	Across nine active organisational strategies, 516 actions have been identified. As of the end of the 2024-25 financial year: 48% are complete, 15% are ongoing, 18% are partially complete and on track, and 18% are yet to commence.

	Measure	Trend	Comment
Management	Work organisation	➔	In 2025 People Matter Survey 95% of staff agreed they understand how their job helps the CMA achieve its goals, while 78% agreed senior leaders provide clear strategy and direction. In relation to their own workgroup 78% of staff agreed their workgroup has clear lines of responsibility, and 91% agree they clearly understand what they are expected to do in their job.
	Delivery Team Preparedness	➔	Staff use a range of tools and systems to support project development, delivery, and reporting. Formal and informal feedback mechanisms are in place to identify inefficiencies and opportunities for improvement
	Survival of works	⬆️	In 2024-25, thirty NRM review assessments were completed, with 93% of sites showing positive trends toward achieving intended natural resource management outcomes. An independent review of the NRM audit process resulted in six recommendations aimed at improving future practices. Implementation of these recommendations is currently underway
Delivery	Community event impact	⬆️	More than 6,293 people were engaged through 297 community events and information sessions/field days on a range of topics such as the impact of carp on waterway health, Nature-led Community Resilience for extreme events, breakfast with the birds or learning about the importance of healthy soils and practices to improve it. 96% of participants engaged said their knowledge had improved and 77% said they intended to change management practices.
	Improved agricultural land management	⬆️	The CMA works with private land managers to improve land management practices across the dryland and irrigated agricultural sector. Projects include, agricultural extension services, incentives for improved land management and initiatives to work with community and industry groups.
	Landcare group health	➔	Overall Landcare Group Health is similar to the previous financial year. For the reporting period, 100% participated in the self-assessment (64 groups) noting 19% are thriving; 25% strong and 42% 'ok' with 14% surviving/stalling. Work has progressed well to renew the North Central Landcare Support Plan 2018-23 that will provide further support and direction to groups for the next five years.
	Citizen science social impact	⊘ N/A	North Central CMA biennial survey postponed to 2026 due to statewide survey that is undertaken in the alternate year.
Development	Fostering key capabilities	⬆️	In 2017 we implemented the pursue your potential capability and development framework to support individual development and aid in identifying gaps in organisational capability. 55% of staff have a current PYP development plan, a significant increase from 35% in 2024. 33% of staff recorded completing at least one development plan item during 2024/25.



1.8 DEECA Standard Outputs

Table 4 summaries North Central CMA outputs delivered against Department of Energy, Environment and Climate Action standard outputs for the reporting period.

Outputs from year to year change in response to funded projects, phase of project and external events that influence our work. In 2024-25 many of our projects were in early phases with a focus on project planning.

Table 4 DEECA standard outputs

Category	Output	Actual 2024-25	Actual 2023-24	Measure
Structural works	Channel	0	0	Kilometres
	Crossing	0	5	Number
	Water storage	1	8	Number
	Pump	0	0	Number
	Waterway structure	25	23	Number
	Terrestrial structure	0	0	Number
	Terrestrial Feature	17	86	Number
	Monitoring structure	135	80	Number
	Fence	23.16	61	Kilometres
	Visitor facility	0	0	Number
	Vegetation	800	663	Hectares
	Weed control	1,243	2,127	Hectares
	Pest animal control	18,339	66,843	Hectares
Environmental works	Threatened species response	58	10	Number
	Soil treatment	0	0	Hectares
	Earth works	0.13	0.16	Number
	Rubbish removal	0.00	0.08	Hectares
	Grazing regime	39.64	3.82	Hectares
Management services	Agricultural practices	0.21	9.44	Hectares
	Water regime	56	41	Number
	Fire	0	0	Number
	Approval and advice	4,655	5,421	Number
	Management agreement	33	42	Number
	Assessment	1,244	1,298	Number
Planning and regulation	Engagement events	7,468	7,335	Participants
	Partnership	45	46	Number
	Plan	24	32	Number
	Publication	115	110	Number
	Information management system	4	4	Number

1.9 Regional catchment condition summary

This section of the annual report provides an assessment of the condition and management of the region's environment and a reflection on the likely impact of annual scale actions, events, and observed change within the previous year, and over the previous six years.

A key purpose of monitoring changes in the operating context is to help identify opportunities for adapting and changing the way we manage the environment.

The report is structured in line with the state-wide outcomes framework that links the regional outcomes sought by catchment communities, to the high-level policy outcomes of the Victorian and Australian Governments. These are outlined in each Regional Catchment Strategy (rca.vic.gov.au).

In 2024-25, reporting has a focus on assessing the CMAs contribution to the management of land and water resources, reporting on condition indicators will be undertaken as part of the mid-term and final reviews of the Regional Catchment Strategies.

How to interpret this report

The assessment is based on a set of state-wide indicators outlined in the RCS outcomes framework, augmented with regionally specific indicators that have been selected based on criteria including availability and quality of data, and the linkages back to regional and policy outcomes.

Three types of indicators make up catchment condition and management reporting, these are: contextual, management, and condition.

- ▶ **Contextual** indicators help to identify how external environmental factors may have influenced program delivery.
- ▶ The **management** assessment for each theme assesses the delivery of CMA programs and activities.

Reporting on management and contextual indicators is undertaken annually.

Reporting on **condition** indicators is undertaken less frequently, reflecting the timeframes to observe changes in the natural environment and the availability of the supporting data. The 2024-25 annual report includes a summary rating for catchment condition building on previous years' assessments.

As much as possible the reporting format attempts to provide a transparent path between the evidence and the assessment. It is not a definitive assessment but an assessment at a point in time, based on the best available evidence.

Table 5 **Trend assessment criteria**

Management rating	Description
Above expectations	Delivery of activities and programs associated with this indicator is assessed as above expectations for the 12-month period (i.e. majority of activities delivered /targets met or exceeded)
Satisfactory	Delivery of activities and programs associated with this indicator is assessed as satisfactory for the 12-month period (i.e. targets for some activities were not achieved or the majority were almost achieved)
Below expectations	Delivery of activities and programs associated with this indicator is assessed as below expectations for the 12-month period (i.e. some critical activities/targets not delivered, or the majority of activities/targets not delivered)
Not applicable	A management rating is not applicable for this indicator
Unknown	The rating for this indicator is not known and or assessable




*Management - where appropriate, a management rating is provided that is based on the delivery of planned activities and targets relevant to the theme.

Table 6 **Condition criteria**

Condition rating	Description
Good	The condition is classified as good.
Moderate	The condition is classified as moderate.
Poor	The condition is classified as poor.
Not applicable	A condition rating is not applicable for this indicator.

*Condition - where appropriate, a condition rating is provided that is based on the current state of the theme. A condition rating is based on assessments of the assets and pressures represented by the theme. The assessment is based on available science and expert advice as well as evidence gained during the preceding year.

Table 7 **Year condition trend**

6 Year Condition Trend	Description
Positive 	The condition is moving in a positive direction over the short to medium term pending ongoing management and environmental impacts.
Neutral 	The condition is in a neutral state over the short to medium term and is considered stable pending ongoing management and environmental impacts.
Concerned 	The condition is cause for concern over the short to medium term, and will continue to decline pending ongoing management and environmental impacts.

*The 6 Year trend reflects change in condition over the short to medium term. The trend is assessed against the direction required to contribute to the achievement of regional outcomes.

Regional catchment condition and management summary

The catchment condition and management ratings for 2024-25 are presented below. Reasonable climatic conditions and significant work in the region has contributed to satisfactory management ratings.

Although condition and trend ratings are more variable and will require ongoing restoration works and investment in the region.

Table 8 **Assessment summary**

Theme	Condition		Management	Summary Comment
	Condition Rating	6 year Trend	Management Rating	
Water	Moderate	▲	Satisfactory	Rainfall and river inflow were close to the long-term average, despite a dry autumn. Water for the environment and waterway protection projects, like the Native Fish Recovery project, Ramsar initiatives, and integrated catchment projects in the upper catchment such as A Healthy Coliban Catchment, Tullaroop Catchment Plan and the Dhehkunyang Upper Avoca Project continue to improve waterway health.
Land	Good	▲	Satisfactory	Farmers are working hard to implement sustainable agricultural practices and improve soil health. The data shows that after another year of near-average rainfall, soil moisture is reasonable and although exposed soils are present, they were less than average. Next year's report is likely to reflect the variability in rainfall across the region and the overall dry conditions that we experienced in early 2025. Implementation of the Land and Water Management Plan continues, and the Australian Government funded Climate Smart programs, including the Climate Positive Farming Initiative project will ramp up in the coming year.
Biodiversity	Poor - Moderate	▼	Satisfactory	Work to protect and restore biodiversity is ongoing. This includes targeting pest plant and animal control and revegetation efforts. While these actions are having a positive impact, we still need further restoration work. Targeted efforts for threatened species, like the successful fox control in the Plains Wanderer project, are boosting biodiversity outcomes. In 2024, average rainfall and reasonable soil moisture aided successful revegetation and natural regeneration. However, next year's report is likely to reflect the dry conditions that we experienced in early 2025, and the lower soil moisture levels throughout the region.
Coasts & Marine	N/A	N/A	N/A	N/A for the North Central CMA region.
Community	Moderate - Good	▶	Satisfactory	The North Central CMA's Engagement Strategy continues to drive how the CMA connects with stakeholders to participate in natural resource management activities with a focus on supporting Traditional Owner self-determination, engaging a more diverse cohort including youth and innovative engagement approaches. Landcare health remains stable and consistent with trends over the past five years. NRM partners in the region, including the North Central CMA, continue to partner with Traditional Owners to support their cultural aspirations for a Country including applying self-determination principles in project design and delivery. Landcare grants continue to support Landcare networks and groups to implement priority NRM works in the region.
Integrated Catchment Management	Good	▲	Satisfactory	The North Central CMA continues leading integrated catchment management efforts in the region. Collaborating with Traditional Owners, communities, and partners. This is supported by the Catchment Partners Forum, Regional Roundtables, project and program committees, and by forming and maintaining formal partnerships. Examples include the Healthy Coliban Catchment project, the Tullaroop Catchment Restoration project, and the Dhehkunyang Upper Avoca project co-designed with Dja Dja Wurrung.

*Further more detailed information can be found in Appendix 3 and the North Central Catchment Condition Report 2025.

Contextual information

The following information provides some context to the 2024-25 year and has largely been sourced from the *Australia's Environment Report card for 2024* and presents information at the North Central Region scale.

Additional rainfall data has been drawn from the Bureau of Meteorology's 2025 observations.

Annual Rainfall

This indicator looks at the annual rainfall. Rainfall and the timing of rainfall will impact on agricultural production, opportunities to maximise environmental flow releases and water quality.

Annual rainfall for 2024 calendar year was 425 mm, slightly below the long-term average of 458.4 mm indicating a relatively average year in 2024. However, a sharp shift in conditions occurred at the start of 2025, with rainfall dropping by an average of 36% below long-term averages. These significantly drier conditions have had a noticeable impact on the landscape across the region in early 2025.

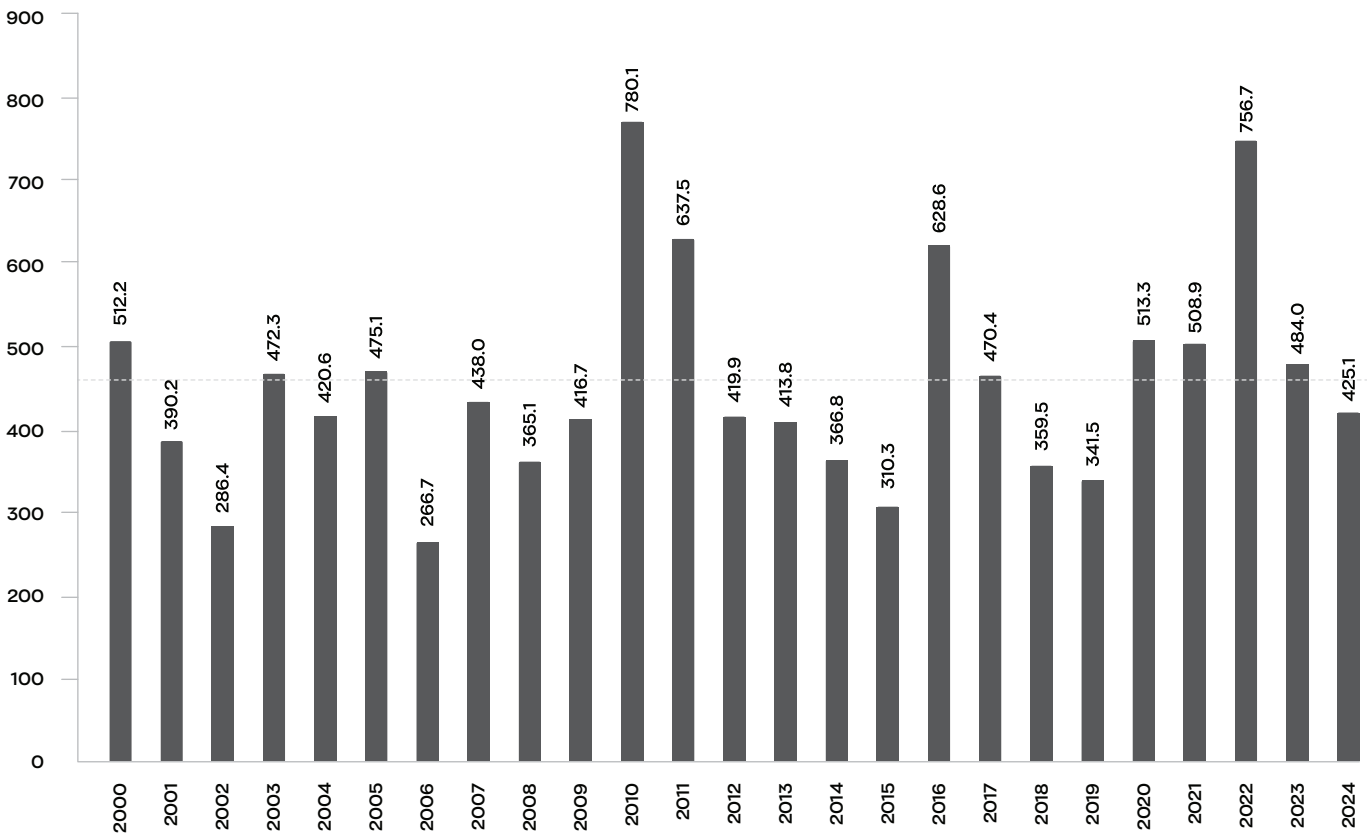
2024 Results: 425 mm

Overall average (2000-2024): 458.4 mm

Change compared to previous year (2023): -58.91 mm

Difference to average: 33.3 mm

**ANNUAL RAINFALL (MM)
(2000 - 2024)**



Source Australia's Environment - 2024 Report Card

Exposed Soil

This indicator looks at the percentage of unprotected soil.

The 2024 exposed soil result is positive with a reduction from long term average although slightly increased exposed soils compared to the previous year. Almost average rainfall and average to above average crops for the region in 2024 and improved land management practices (with a particular focus on retaining soil moisture and maintaining groundcover) have led to reasonable exposed soil results. However, a very dry start to 2025 resulted in many farmers sowing directly into exposed soils in autumn for winter crops.

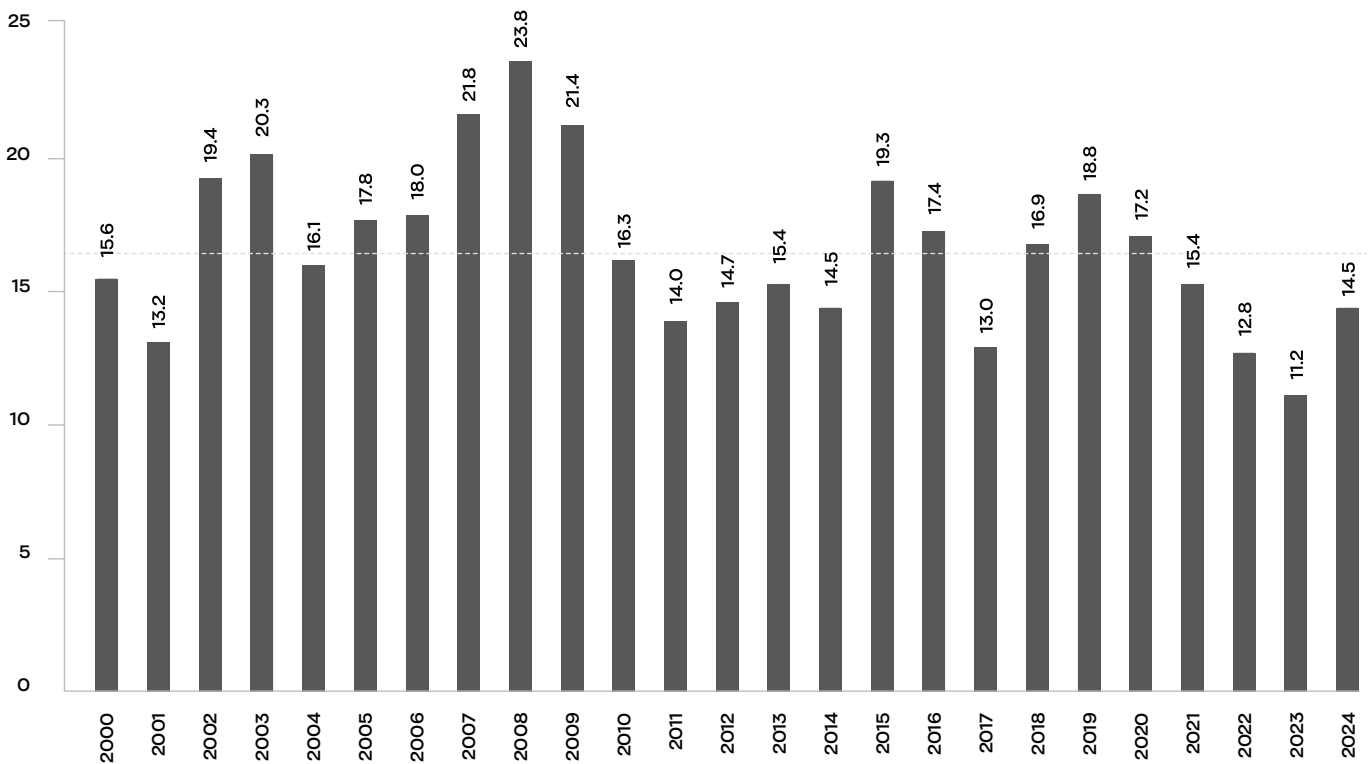
2024 Results: 14.5%

Overall average (2000-2024): 16.75%

Change compared to previous year (2023): 3.2%

Difference to average: -2.3%

ANNUAL SOIL (%)
(2000 - 2024)



Source Australia's Environment - 2024 Report Card



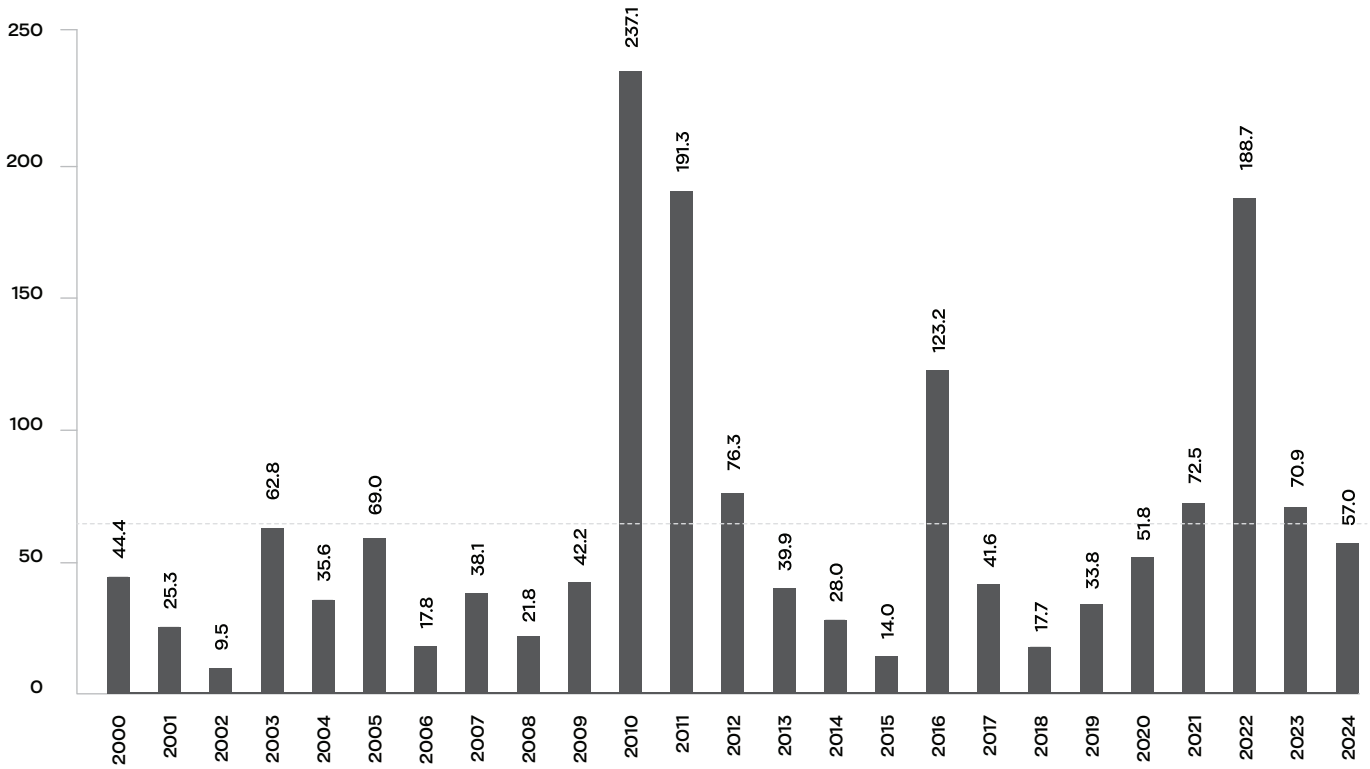
River Inflows

This indicator provides estimates of river inflows in 2024

River inflows in 2024 measured 56.9mm, which is close to the long-term average 64.0mm, indicating a relatively stable year. Maintaining appropriate river flows remains essential for supporting the health of the region's waterways.

2024 Results: 56.9 mm
Overall average (2000-2024): 64.0 mm
Change compared to previous year (2023): -14.0 mm
Difference to average: -7.0 mm

**RIVER INFLOWS (MM)
(2000 - 2024)**



Source Australia's Environment - 2024 Report Card

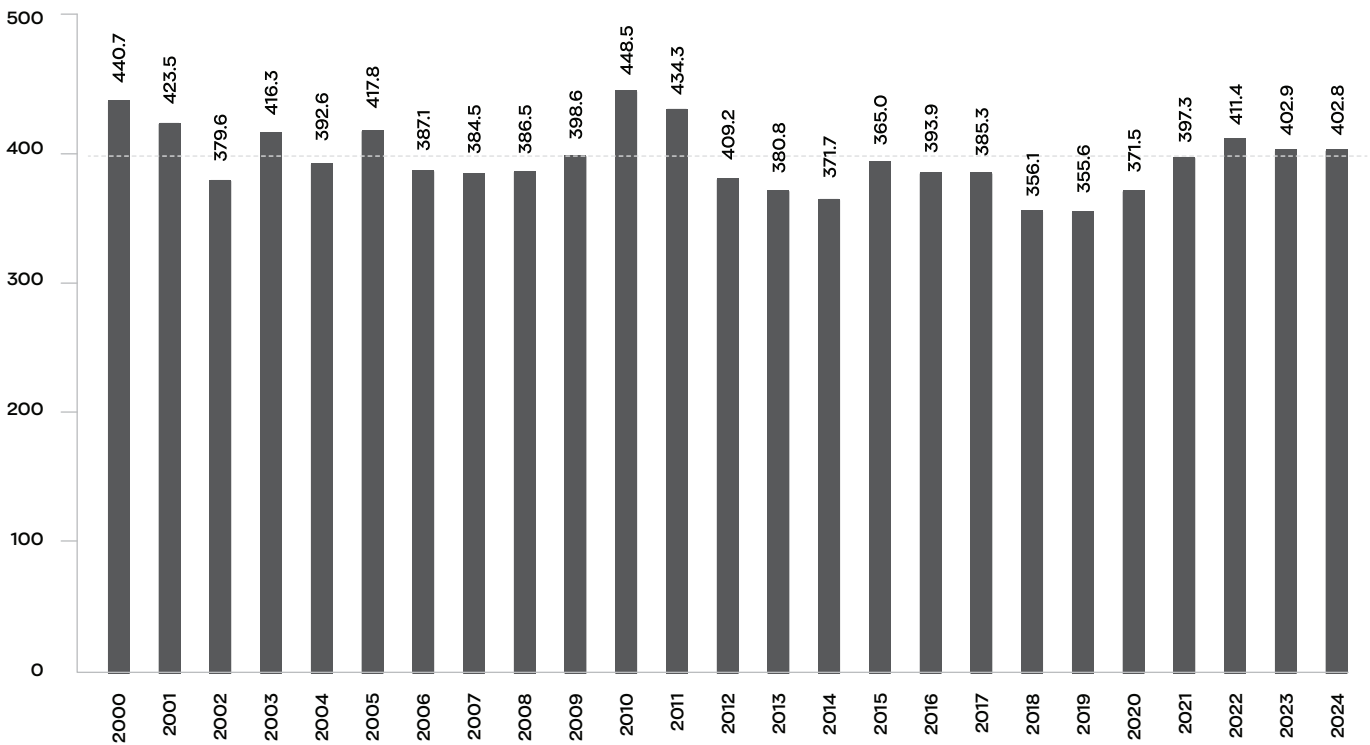
Soil Moisture

This indicator provides an estimate of soil moisture

The soil moisture in 2024 for the region was recorded at 402.8mm, closely aligning with the long-term average of 396.5mm. Good soil moisture helped crops persist through the stresses of frost although some farmers opted to cut crops for hay in October. Good soil moisture has led to crop yields which were average (wheat) to above average (barley) across the region. A sharp shift in conditions at the start of 2025 has led to very dry sowing conditions heading into winter cropping season, emphasising the importance of retaining moisture over summer and highlighting the importance of maintaining soil health and applying sustainable land management practices.

2024 Results: 402.8 mm
Overall average (2000-2024): 396.5 mm
Change compared to previous year (2023): -0.3 mm
Difference to average: 6.3 mm

**SOIL MOISTURE (MM)
(2000 - 2024)**



Source Australia's Environment - 2024 Report Card | Grain Industry Association of Victoria 2024 Crop tour results GIAV Crop Tour results 2024

Natural / extreme events

This section reports on notable natural or extreme events that have taken place in the region.

Intense thunderstorm events occurred very late in December 2023 and early 2024 causing significant flooding to various urban and semi urban areas in the region. The effect of these events continue to impact the community.

The start of 2025 has been dry, impacting on waterways, biodiversity and farming communities. Although outlook is for average conditions this will need to be monitored over the coming months given they are following a very dry period.

Source Bureau of Meteorology¹
Bureau of Meteorology²



Other optional – maximum temp, number of hot days, no. of frost and snow days

This section reports on the supplied optional parameters.

Hot days are defined as days when temperatures exceed 35°C. In 2024, there were an average 15.5 hot days – an increase of 3.8 days compared to the previous year. Despite this rise, the number of hot days remains consistent with the long-term average 15.6 hot days.

2024 (days): 15.5 days

Change from previous year: +3.8 days

2000-2024 average: 15.6 days

Cold days are defined as days when temperatures fall below 0°C. In 2024, there was an average of 4.5 cold days – an increase of 0.3 days compared to the previous year. This figure is consistent with the long-term average 4.5 days.

2023 (days): 4.5

Change from previous year: +0.3

2000-2024 average: 4.5

In the 2024 calendar year, the maximum temperature recorded was 40.9°C, 1.1°C warmer than the previous year, but 0.2°C colder than the long-term average of 41.1°C.

2024 (temp): 40.9 °C

Change from previous year: +1.1°C

2000-2024 average: 41.1°C

For the 2024 calendar year, the annual minimum temperature was -1.5°C, 0.2°C warmer than the previous year and similar to the annual long-term average of -1.3°C.

2024 (temp): -1.5°C

Change from previous year: +0.2°C

2000-2024 average: -1.3°C

Source Australia's Environment – 2024 Report Card

1.10 Key Initiatives and Project Performance

Delivery Program key initiatives in the North Central CMA's 2024-25 Corporate Plan provide the direction, focus and activities for the reporting period to deliver on federal, state, regional and local priorities.

Table 9 provide an overview of North Central CMA's Delivery Program's key initiatives and performance commentary that's focused on outcomes rather than outputs and also notes events that have impacted delivery.

Business Units that contribute directly to the Delivery Program are:

- ▶ Environmental Assets
- ▶ Water for the Environment
- ▶ Sustainable Agriculture
- ▶ Community and Partnerships
- ▶ Strategy and Impact
- ▶ Major Projects
- ▶ Statutory Functions and Floodplain Management
- ▶ Disaster Recovery



Table 9 North Central CMA’s Delivery Program’s key initiatives and performance commentary

Environmental Assets

Projects	CMA Strategy	External Strategy	Performance commentary
Native Fish Recovery			
<p>Supports recovery of native fish populations through the Murray and Loddon Floodplain Native Fish Recovery by delivering on-ground works and activities to improve riparian, waterway and wetland health and increase the complexity and diversity of instream habitat.</p> <p>Collaborates with agencies, fishing clubs, schools, and community groups to build community awareness and capacity.</p> <p>Collaborates with Traditional Owners on initiatives that support their aspirations, through the sharing of ideas and knowledge.</p> <p>Collaborates with partner agencies in NSW and South Australia through the Mid-Murray Recovery Reach project to deliver on-ground works, engagement events and conservation stocking projects to improve the trajectory of Threatened small-bodied native fish throughout the Murray corridor.</p>	<p>North Central Regional Catchment Strategy 2021-27</p> <p>North Central Regional Waterway Strategy 2014-22</p>	<p>Water for Victoria Regional Riparian Action Plan</p> <p>Victorian Waterway Management Strategy</p> <p>MDBA’s Native Fish Recovery Strategy</p>	<p>The condition of riparian, waterway and wetland health was improved across 114ha through fencing, weed control and revegetation. Additionally, 12 woody habitat structures were installed to increase the abundance and complexity of instream habitat to support native fish populations.</p> <p>Threatened small-bodied fish populations were supported through captive breeding and release programs targeting Southern Pygmy Perch and Southern Purple Spotted Gudgeon, Olive Perchlet and Flat-Headed Galaxias.</p> <p>Strong partnerships continue to drive restoration of native fish populations across the North Central CMA area and beyond. Partners include:</p> <ul style="list-style-type: none"> - Barapa Barapa and Wamba Wamba Traditional Owners engaged in fish surveys, revegetation and instream habitat to support future release of Threatened small-bodied fish - Yorta Yorta undertaking cultural heritage surveys ahead of instream habitat installation in Pyramid Creek - Recreational fishers, local community and school groups participated in events and citizen science to increase awareness of the benefits of environmental water and of actions to improve native fish populations in Gunbower Creek and the lower Loddon River. - Arthur Rylah Institute, Victorian Fisheries and other fish ecologists supporting strategy development and monitoring. - OzFish, Native Fish Australia, VR Fish and ANGFA providing funding, advice, and engagement support. - SEALIFE Aquarium Melbourne continues to breed purple spotted gudgeon and work with the CMA to release them into suitable habitat.



Table 9 North Central CMA’s Delivery Program’s key initiatives and performance commentary

Environmental Assets

Projects	CMA Strategy	External Strategy	Performance commentary
A Healthy Coliban Catchment			
<p>Improves the health of the upper Coliban River and its tributaries and fosters greater catchment stewardship and improved land management across the upper Coliban catchment through implementation of the Upper Coliban Integrated Catchment Management Plan, in partnership with Coliban Water and Djandak (DJAARA).</p> <p>Works with landholders, agencies and community groups to deliver a range of riparian protection works including willow and woody weed control, fencing and revegetation.</p> <p>Supports the Healthy Landscapes Program to help farmers throughout the catchment identify and implement practical land management practices to improve grazing, productivity, soil health, biodiversity, and waterway health.</p> <p>Partners with Traditional Owners and through employment of Djandak project staff and collaboration on key projects such as rehabilitation of Lauriston Reserve, identified in the Upper Coliban Aboriginal Waterway Assessment.</p>	<p>North Central Regional Catchment Strategy 2021-27</p> <p>North Central Regional Waterway Strategy 2014-22</p>	<p>Water for Victoria Regional Riparian Action Plan</p> <p>Victorian Waterway Management Strategy</p> <p>Our Catchments, Our Communities Integrated Catchment Management Plan</p>	<p>The health of 10ha of the upper Coliban catchment was improved through the delivery of woody weed control, fencing and revegetation, delivered in partnership with private landholders, DJAARA and Coliban Water.</p> <p>DJANDAK directly employed two part-time Project Officers to support the delivery of the project, working alongside North Central CMA staff to undertake regular Waterwatch monitoring, develop revegetation species lists, coordinate meetings with Kapa Gatjin and support the implementation of Aboriginal Waterway Assessments.</p> <p>Djaara’s ‘Plan to Heal Country - Coliban River Reserve, Lauriston’ incorporates recommendations from the Upper Coliban Aboriginal Waterway Assessment to develop a plan for the reserve which will continue to be a focus of implementation through the project.</p> <p>Engaged with more than 900 people through a range of field days and attendance at key regional events such as Kyneton Agricultural show and GROW festival.</p> <p>Increased landholder stewardship in the catchment is supported through the joint-funded Healthy Landscapes program. The program aims to assist farmers improve their knowledge about grazing livestock, pasture growth, animal health, retaining water in the landscape, soil biology and weed management to improve soil health, enhance biodiversity, reduce exposure to climate risk and increase on-farm productivity and resilience.</p> <p>Funding provided directly to Malmsbury and Tylden Landcare Groups will increase the impact of catchment improvement works and landholder stewardship, and protection of rate species such as the bright-eyed brown butterfly.</p>

Projects	CMA Strategy	External Strategy	Performance commentary
Tullaroop Tributaries			
<p>Improves riparian and waterway health of Birch's and Tullaroop Creeks through the implementation of the Tullaroop Integrated Catchment Management Plan in partnership with Dja Dja Wurrung, Central Highlands Water and Goulburn Murray Water.</p> <p>Works with private and public land managers to deliver willow and woody weed control, fencing and revegetation along these key waterways and the tributaries.</p> <p>Collaborates with Traditional Owners, recreational fishing clubs and landholders to increase instream woody habitat to support river blackfish populations.</p> <p>Engages Traditional Owners, partners and citizen scientists in monitoring platypus and river blackfish populations through eDNA sampling.</p> <p>Supports Traditional Owner-led delivery of priority actions identified in the Tullaroop Catchment Aboriginal Waterways Assessment, including revegetation at Long Swamp.</p>	<p>North Central Regional Catchment Strategy 2021-27</p> <p>North Central Regional Waterway Strategy 2014-22</p>	<p>Water for Victoria Regional Riparian Action Plan</p> <p>Victorian Waterway Management Strategy</p> <p>Our Catchments, Our Communities Integrated Catchment Management Plan</p>	<p>Improved the condition of Tullaroop Creek and key tributaries through removal of willow and high threat woody weeds across 6.5ha, and installation of five instream woody habitat structures to support blackfish populations.</p> <p>DJANDAK were funded to directly employ project officers to undertake water quality assessments and implement priority actions from the Tullaroop and Long Swamp Aboriginal Waterway Assessments, including the development of a revegetation plan for Long Swamp.</p> <p>Engaged with 200 people through attendance at key regional events such as Spudfest - a festival celebrating the people and produce of the region.</p> <p>Project success is driven by strong partnerships between landholders, North Central CMA, water authorities, recreational fishing groups and Traditional Owners.</p>
Waterways of the West			
<p>Delivers on-ground management activities identified in the Upper Avoca Healthy Catchment Plan 2024.</p> <p>Supports engagement with and capacity building for Djaara Traditional Owners by supporting Djaara aspirations and expectations and co-delivering with Djaara.</p> <p>Undertakes cultural assessments and community engagement as part of the outputs, explicitly including community engagement and stewardship.</p>	<p>North Central Regional Catchment Strategy 2021-27</p> <p>North Central Regional Waterway Strategy 2014-22</p>	<p>Water for Victoria Regional Riparian Action Plan</p> <p>Victorian Waterway Management Strategy</p>	<p>DJANDAK were funded to co-deliver the project through the employment of a Project Manager to finalise the development of Dhelkunya Upper Avoca (working together to heal the upper Avoca).</p> <p>Protected critical drought refuge habitat in the upper Avoca catchment through fencing to restrict livestock access.</p>

Table 9 North Central CMA’s Delivery Program’s key initiatives and performance commentary

Environmental Assets

Projects	CMA Strategy	External Strategy	Performance commentary
Protecting Eltham Copper Butterfly			
<p>Increases the quality of populated habitat and extent of potential habitat in north central Victoria for the nationally Endangered species.</p> <p>Increases knowledge of current populations through baseline and indicator fauna surveys at each of the 12 known populations in the region.</p> <p>Undertakes flora surveys to increase knowledge of potential habitat extent.</p> <p>Addresses habitat fragmentation through targeted revegetation of <i>Bursaria spinosa</i>.</p> <p>Delivers activities to improve the quality of habitat at known populated sites through weed control, revegetation, fencing/ bollards and signage.</p> <p>Undertakes baseline and indicator habitat condition assessments to measure change.</p> <p>Increases awareness of the species through workshops and the development of fact sheets, videos and booklets on the species and their unique habitat requirements.</p>	<p>North Central Regional Catchment Strategy 2021-27</p>	<p>Australian Government Threatened Species Strategy</p> <p>Australia’s Biodiversity Strategy</p>	<p>Conducted 54 rounds of fauna surveys and habitat condition assessments across 219ha at 12 known butterfly colonies. Surveys identified 182 individuals and will serve as a baseline dataset to compare with indicator surveys in year four of the project.</p> <p>Completed flora surveys across 740ha, mapping sweet bursaria density to inform additional searches for the butterfly (as there is a strong association between high density of sweet bursaria and known colonies of the butterfly).</p> <p>Collected and propagated sweet bursaria seed from known populated habitat to support revegetation efforts in future years of the project.</p> <p>Contributed to statewide Eltham Copper Butterfly Recovery Group to expand the knowledge of the species and coordinate management responses across the state.</p>

Projects	CMA Strategy	External Strategy	Performance commentary
Plains for Wanderers			
<p>Improves Plains wanderer habitat in Northern Plains grasslands of north central Victoria.</p> <p>Continues long-term monitoring of the species with baselines established and indicator monitoring in years 2-5.</p> <p>Undertakes fox/cat monitoring & control to mitigate threat of predation on the species through establishment and maintenance of camera monitoring network and targeted baiting program.</p> <p>Works with priority landholders to establish conservation agreements to improve land management practices and mitigate threats through managed grazing and pest plant & animal control.</p> <p>Supports First Nations groups to develop a Healthy Country Plan for the grasslands, collect seed, propagate and revegetate culturally important/Plains wanderer food species.</p> <p>Increases awareness of the species through community & stakeholder engagement about critical habitat requirements and land management practices that support these habitats.</p>	<p>North Central Regional Catchment Strategy 2021-27</p>	<p>Australian Government Threatened Species Strategy</p> <p>Australia's Biodiversity Strategy</p>	<p>Conducted spring and autumn fauna monitoring across the Patho Plains and lower Avoca grasslands. Surveys identified 129 individuals and will serve as a baseline dataset to compare with annual surveys conducted in future years of the project.</p> <p>Undertook control of foxes and feral cats across 1070ha through baiting and shooting, targeting known populations to reduce the threat of predation. It is estimated that over 400 foxes were taken out of the landscape based on bait take records and shoot results.</p> <p>Contributed to statewide and interstate forums to expand the knowledge of the species and coordinate management responses across remaining populations.</p>

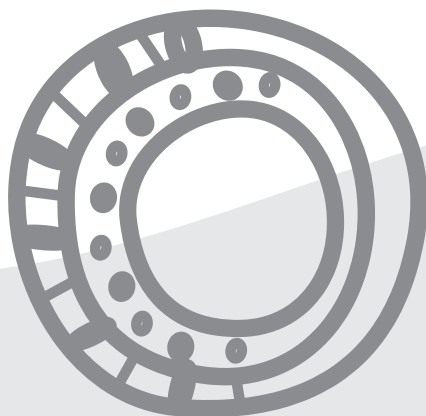


Table 9 North Central CMA's Delivery Program's key initiatives and performance commentary

Environmental Assets

Kerang Wetlands & Gunbower Forest Ramsar Site Management			
<p>Improves the ecological character of the Kerang Wetlands and Gunbower Forest Ramsar sites through on-ground works such as weed control, pest animal control, fencing and revegetation.</p> <p>Monitors the 'Critical Components, Processes and Services' of the Ramsar sites to ensure they are within limits of acceptable change.</p> <p>Strengthens regional partnerships, including with Traditional Owners, to deliver effective monitoring and management of these internationally important wetland habitats.</p>	<p>North Central Regional Catchment Strategy 2021-27</p> <p>North Central Regional Waterway Strategy 2014-22</p>	<p>Australian Government Threatened Species Strategy</p> <p>Australia's Biodiversity Strategy</p> <p>Australian Pest Animal Strategy</p>	<p>Kerang Wetlands: Waterbird numbers have been very steady, with a large boom during/after the floods in 2023. Numbers of over 32,000 waterbirds representing 75 species were observed in the monitoring period. There were seven species of colonial waterbirds recorded and curlew sandpipers have been present each year of the project.</p> <p>Barapa Barapa people have been involved in the project through cultural heritage surveys, water quality monitoring, connecting to Country, revegetation, and training opportunities.</p> <p>Priority works were delivered across the site to ensure maintained or improved ecological condition, including 8000ha of pest animal control, 160ha of revegetation and 730ha of weed control.</p> <p>Gunbower Ramsar site: The CMA used drone imagery analysis to determine the effectiveness of Pale yellow water lily. This demonstrated a 60% reduction in Pale yellow water lily between baseline and 2023 survey collection, with a reduction of up to 80% in some areas. A drone-mounted spray rig was also used to undertake some Pale yellow water lily control in hard-to-reach places.</p> <p>Traditional Owners have been involved in on-Country planning, working with ecologists to undertake monitoring and on-ground works, Citizen Science and leading culturally focused community engagement events/school days.</p> <p>A Cultural Values Monitoring Workshop was also attended by Traditional Owners.</p> <p>Priority works were delivered across the site to ensure maintained or improved ecological condition, including 1,500ha of pest animal control, 220ha of revegetation and 1,100ha of weed control.</p>



Water for the Environment

The Living Murray Gunbower Forest			
<p>Provide water for the environment to Gunbower Creek and restore regular flooding to the Gunbower Forest floodplain through operation of infrastructure.</p> <p>Extensive annual ecological monitoring program, meaningful Traditional Owner partnership programs and community engagement are also core to this project.</p>	<p>North Central Regional Catchment Strategy 2021-27</p> <p>North Central Regional Waterway Strategy 2014-22</p>	<p>Water for Victoria</p> <p>Victorian Waterway Management Strategy</p> <p>Murray Darling Basin Plan</p> <p>Gunbower Forest EWMP (MDBA produced)</p> <p>Water is Life</p>	<p>Water for the environment was used to 'piggy back' onto these unregulated flows to meet the flood duration required by the flood dependent understory vegetation. The health of river red gum canopies and understory vegetation has responded well to two years of flooding (2022 and 2023) building the resilience of the forest.</p> <p>Outcomes of the Environmental Watering is closely monitored to understand the benefits and inform adaptive management. This year Barapa Barapa Traditional Owners expressed interest in determining the presence and distribution of freshwater mussels in Gunbower Forest, as part of broader cultural objectives of healthy wetlands in this area. The aim of the project was to determine the current status of freshwater mussels in wetlands of the lower part of the Gunbower Forest, to inform mussel population management, especially through water delivery. Survey results found low numbers of mussels increasing the importance of ensuring water for the environment is delivered at the right time to maximise their re-establishment.</p>
Environmental Water Management			
<p>Manages specific Victorian Environmental Water Holder entitlements for the Campaspe River (including the Coliban River), Loddon River System (including Tullaroop, Birchs, Serpentine and Pyramid creeks) and 16 Central Murray and Mid Loddon wetlands, and seven Wimmera Mallee Pipeline wetlands.</p> <p>Collaborates with key partners, provide input to water policy, deliver technical investigations.</p> <p>Ensures Traditional Owner Groups have input into planning processes to incorporate cultural values.</p> <p>Ensures shared benefits for key recreational users and the regional economy.</p> <p>Manage flow related issues in unregulated catchments as required.</p>	<p>North Central Regional Catchment Strategy 2021-27</p> <p>North Central Regional Waterway Strategy 2014-22</p>	<p>Water for Victoria</p> <p>Victorian Waterway Management Strategy</p> <p>Murray Darling Basin Plan</p> <p>Water is Life</p>	<p>Water levels remain high across most wetlands actively managed though the use of Environmental Water by the North Central CMA as a result of the 2022 floods and subsequent high rainfall.</p> <p>Water delivery has occurred across the Loddon, Campaspe and Coliban systems which continue to respond well. The CMA continues to trial new approaches to generate environmental and cultural outcomes (as advised by Traditional Owners) utilising the constrained volume of water for the environment available.</p> <p>Efforts are made to work with Traditional Owners to support the development and delivery of water for the environment, including some Traditional Owner groups undertaking Aboriginal Waterway Assessments. Progress towards the development of a joint management agreement between the CMA and DJAARA for the management of water for the environment for a selected waterway has been on-going.</p>

Table 9 North Central CMA's Delivery Program's key initiatives and performance commentary

Sustainable Agriculture

Climate Positive Farming Initiative			
<p>Increases the capacity of North Central Victorian agricultural communities to adapt to emerging practices to improve soil, biodiversity and vegetation.</p>	<p>North Central Regional Catchment Strategy 2021-27 Regional Sustainable Agriculture Strategy 2016</p>	<p>National Soil Strategy Victorian Soil Health Strategy Australia's Biodiversity Strategy Draft National Soil Strategy</p>	<p>The Climate Positive Farming Initiative project began in February 2025 to support the agriculture sector to adopt practices to reduce emissions and build resilience to climate change. To date, the project has delivered five community /stakeholder engagement events, produced 10 communication materials, synthesised and finalised one baseline dataset and received over 30 Expressions of Interests from landholders, including Djakitj Enterprise farm (to integrate traditional ecological knowledge) to trial ways to reduce carbon emissions and build resilience to climate change, described as climate positive initiatives towards a net zero future.</p> <p>The Carbon Farming Outreach Program delivered six community engagement events and produced a podcast to help farmers become more familiar with the on-farm emissions and opportunities and future market challenges around carbon accounting.</p>
Sustainable Agriculture Facilitator			
<p>Directly supports rural, regional and urban communities, including Traditional Owners to improve ecological conditions, farm sustainability and build resilience around changing climate and market demands.</p>	<p>North Central Regional Catchment Strategy 2021-27 North Central CMA Landcare Support Plan 2018-23 Regional Sustainable Agriculture Strategy 2016</p>	<p>Australian Pest Animal Strategy Australian Weeds Strategy Australian Framework for Landcare Community Call for Action Australian Government Threatened Species Strategy EPBC Act</p>	<p>The Sustainable Agriculture Facilitator (SAF) role continued throughout 2024-25 to facilitate partnerships and connections to support the adoption of sustainable natural resource management practices and protect and conserve natural capacity and biodiversity. The SAF facilitates the Regional Sustainable Agriculture Steering Committee and provides a monthly newsletter (12 in total) reaching 350 recipients. During the 2024-25 year, the SAF liaised with 92 Landcare members through meetings or provision of one-one one advice and engaged with 13 organisations or landholder providing advice and assistance through letter of support for grant applications.</p> <p>The SAF supported the co-ordination of the Loddon Campaspe Regional Drought Resilience Implementation Plan.</p> <p>The Sustainable Agriculture team co-ordinated the administration of the Loddon Campaspe Regional Drought Resilience Plan in 2024-25. Expression of Interests were sought from community groups across six councils.</p> <p>10 successful projects spanning mental health activities to the promotion of practices that individuals can adopt to make their properties more drought resilient were successful and will be supported over the next twelve months.</p>

Reporting and Accounting for Salinity

Contributes to the implementation of the Murray Darling Basin Salinity Management Strategy (BSM2030).

Manages accountable actions for MD BSM2030 Salinity Register entries within the north central Victoria.

Contributes to Victoria's Annual Murray Darling Basin Salinity Management Strategy Report.

Assess the salinity impact of environmental watering within the River Murray floodplain.

Development of an improved landscape salinity model incorporating the understanding of surface water and groundwater interactions active in the generation of salt exports from Barr Creek and Tragowel Plains in northern Victoria.

North Central Regional Catchment Strategy 2021-27

Loddon Campaspe Irrigation Region Land and Water Management Plan 2020-30

Murray Darling Basin Salinity Management Strategy 2030

Murray Darling Basin Plan

Water for Victoria

During 2024-25, the focus for the Reporting and Accounting for Salinity Project was on the finalisation of the Accountable Action Review for the Barr Creek Catchment following completion of the Integrated Accountable Action Model in 2022-23.

The Basin Salinity Management Advisory panel endorsed the IPA report for the Barr Creek Catchment Strategy and Tragowel Plains Integrated Accountable Action Model (IAAM) for State Accountable Actions. It was noted that the 2024 Barr Creek Catchment Strategy Accountable Action Review recommendation to increase the credits from -7.7EC to -9.1 for the Barr Creek Catchment Strategy and noted that the MDBA will use the outputs from the review to update the 2025 salinity register for the Barr Creek Catchment Strategy accountable action.

In addition to the work completed on the Barr Creek Catchment an assessment of the impact of flooding and environmental watering of the Gunbower Forest was completed during the 2024 calendar year.

The groundwater monitoring network for northern Victoria comprises 150 groundwater bores, monitored annually and twenty of the bores have been instrumented to record water tables and groundwater pressures at four-hourly intervals, downloaded every 6 months.

The North Central CMA RAS staff participated in the review of the Pyramid Creek Salinity Interception Scheme, co-ordinated the regional RAS steering committee and technical working group for supporting CMA compliance in meeting obligations to BSM2030 (quarterly meetings). Staff also actively contributed to the Victorian Salt Disposal Working Group.



Table 9 North Central CMA’s Delivery Program’s key initiatives and performance commentary

Sustainable Agriculture

Healthy Productive Irrigated Landscapes			
<p>Implement the Loddon Campaspe Irrigation Region Land and Water Management Plan.</p> <p>Complete the LMIR Surface Water Management Strategy (LMIR SWMS – note now LMIR Irrigation Drainage Strategy).</p> <p>Finalise LCIR Traditional Owner and Aboriginal Landholder Engagement Plan.</p> <p>Support the development and management of water use licences and associated Ministerial determinations.</p> <p>Takes responsibility for changes to Water Use Objectives and Standard Conditions.</p> <p>Implement Irrigation Development Guidelines. Partner with key organisations to ensure the State Environment Protection Policy (Waters)/ GED obligations are met.</p>	<p>North Central Regional Catchment Strategy 2021-27</p> <p>Loddon Campaspe Irrigation Region Land and Water Management Plan 2020-30</p> <p>Loddon Murray Irrigation Region Irrigation Drainage Strategy (LMIR IDS)</p>	<p>Murray Darling Basin Salinity Management Strategy 2030</p> <p>Murray Darling Basin Plan</p> <p>Water for Victoria</p>	<p>Delivery of high priority actions from the Loddon Campaspe Irrigation Region Land and Water Management Plan. Two key documents were finalised and endorsed - the LMIR Irrigation Drainage Strategy and the First Nations Engagement Plan.</p> <p>The regions’ first ‘Yarn on Farm’ was held during this financial year.</p> <p>Two draft Irrigation Drainage Toolkits have been developed, one technical and the other farmer based.</p> <p>The irrigation frameworks project supported 8 agency partnerships, 2 community partnerships and 2 Aboriginal Victorian partnerships. More broadly across the GMID, staff contributed to the GMID Resilience Taskforce, Goulburn Murray Region Working Action Group, GMID Land and Water Use Mapping Project (with a particular focus on unregulated diversions land use mapping) and working groups for the Murray Darling Basin Plan.</p> <p>CMA contributed to quarterly meetings of the Northern Victoria Irrigation Development Group (NVIDG), reviewing new irrigation development assessments (11) and referrals (6). New irrigation development applications approved in 2024/25 included various enterprises, one cropping, two seed potatoes, one potato, one berry and one sheep/cropping enterprise with groundwater and surface water as the main water source.</p>

Community and Partnerships

Victorian Landcare Grants & Regional Landcare Coordinator

A rigorous process enables funding through the Victorian Landcare Grants to local Landcare groups.

Support Regional Landcare groups and Landcare Networks to undertake regional NRM activities.

North Central Regional Catchment Strategy 2021-27
Engagement Strategy 2022-27

North Central CMA Landcare Support Plan 2018-23

Victorian Landcare Program Action Plan

Australian Pest Animal Strategy

Australian Weeds Strategy

Australian Framework for Landcare

Community Call for Action

Threatened Species Strategy

EPBC Act

The North Central CMA region is home to a vibrant and resilient network of natural resource management volunteer groups. The CMA, through the Regional Landcare Coordinator, supports more than 160 Landcare groups throughout the catchment.

A key part of the Regional Landcare Coordinator's role is to provide support by implementing the Landcare Support Plan and managing the Victorian Landcare Program for regional Landcare communities including facilitating natural resource management activities and administration of the Victorian Landcare Grants (Appendix 2).

The RLC also continues to assist the Landcare community through various training and development opportunities, such as field days that highlight successful Landcare group activities, offers Cultural Awareness training and a monthly newsletter that reaches more than 1,700 readers. The Chat newsletter provides NRM extension advice, research updates, citizen science projects, event announcements, grant opportunities, and training sessions.

WaterWatch and Citizen Science Programs

Supports people to actively care for their environment by participating in programs that monitor and report on the health of the region's land, water and biodiversity resources.

Provides opportunities for people to participate in training programs that raise awareness and improve skills.

Supports broader community to participate in activities that relate to the ecological health of the region.

North Central Regional Catchment Strategy 2021-27

Engagement Strategy 2022-27

North Central Regional Waterway Strategy 2014-22

North Central Waterwatch and Citizen Science Action Plan 2020 - 2025

Water for Victoria
Victorian Waterway Management Strategy

Protecting Victoria's Biodiversity 2037

Citizen scientists play a crucial role in contributing valuable data to our projects and programs through the North Central WaterWatch program. The CMA supports 53 active WaterWatch volunteers by providing training, monitoring kits, and ongoing support. Volunteers currently conduct monthly water quality testing at 88 sites, contributing to over 30 years of data collected for our waterways. In addition, citizen scientists take part in seasonal aquatic macroinvertebrate (waterbug) monitoring, and eDNA sampling for platypus and other threatened species. Supporting Traditional Owners is also key to the program, working closely together to embed citizen science activities through the CMA's Environmental Assets projects.

In addition, Citizen Science team continues to engage City of Greater Bendigo to finalise a Bendigo Community Waterway Monitoring Plan for the Water Sensitive Bendigo Network.

Table 9 North Central CMA’s Delivery Program’s key initiatives and performance commentary

Community and Partnerships

Statewide River Detective Program			
<p>Supports youth across the region to participate in educational programs.</p> <p>Raises awareness and improves our future leaders’ skills and knowledge in natural resource management.</p>	<p>North Central Regional Catchment Strategy 2021-27</p> <p>Engagement Strategy 2022-27</p> <p>North Central Regional Waterway Strategy 2014-22</p> <p>North Central Waterwatch and Citizen Science Action Plan 2020 -2025</p>	<p>Water for Victoria Victorian Waterway Management Strategy</p> <p>Agnico Eagle Mines Ltd, Sustainability Plan, Our approach and Commitments</p>	<p>River Detectives is an engaging education initiative that connects young people to nature by caring for their local waterway. Three-year funding from a non-traditional source, Agnico Eagle funded the statewide program to the end of December 2024. The program supported 113 schools/groups to monitor 128 waterway sites from across Victorian waterways and engaged more than 9,180 students in the North Central, Conrangamite, North East and Wimmera catchments.</p> <p>The North Central CMA was able to secure additional funding from Agnico Eagle to continue the program in the north central region for the 2025 calendar year. This investment enables the River Detectives statewide portal to be maintained and funds a part-time staff member to engage 35 schools to equip them with resources and knowledge so youth can continue their waterway health education journey through the River Detectives program.</p>



Aboriginal Partnerships

Works with Traditional Owners to improve participation in the Victorian water planning and management frameworks.

Identifies and leverages opportunities for cultural heritage monitoring and mapping, through consultative structures that address the rights and interests of Victorian Traditional Owners.

Supports self-determination of Aboriginal and Torres Strait Islander people within our region.

North Central Regional Catchment Strategy 2021-27

Engagement Strategy 2022-27

North Central Regional Waterway Strategy 2014-22

North Central CMA Reconciliation Action Plan 2022-25

Water for Victoria National Water Initiative

The Living Murray

Water is Life: Traditional Owner Access to Water Roadmap

Aboriginal Participation Guidelines

Victorian Aboriginal Affairs Framework

Dhelkunya Dja, Country Plan

Yorta Yorta Whole of Country Plan

Taungurung buk dabagi, Taungurung Country Plan

Barapa Barapa Country Plan

GROWING WHAT IS GOOD, Barengi Gadjin Land Council, Country Plan

The North Central CMA has a long history of working with First Nations people. Since 2018, the CMA has committed to reconciliation with First Nations peoples through development and implementation of a Reconciliation Australia Reconciliation Action Plan (RecAP).

Galkangu, North Central CMA Stretch Reconciliation Action Plan 2022 – 2025, provides an operational action plan to guide staff, increase organisational cultural competencies, and contribute to genuine reconciliation with Traditional Owners and First Nations Communities and organisations of the region. The plan includes actions to track and report progress, with accountability to the North Central CMA Board and Reconciliation Australia. It is expected all actions will be complete by November 2025. Concurrently the CMA will register its interest with RA to develop a new Stretch Reconciliation Action Plan over the 2026 calendar year.

We are partnering with Traditional Owner Nations and communities to incorporate their input into project co-design and implementation to support their self-determination. This partnership involves sharing knowledge, monitoring cultural and ecological sites, and reporting across several projects, including The Living Murray Program, the Environmental Water program, Our Catchments, Our Communities, and the Waterways of the West.

The Aboriginal Partnerships team leads the implementation of the CMA's Cultural Competency Framework 2018 and provides opportunities for staff to increase their cultural awareness and capability through formal training sessions such as with Dumawal (training arm of DJAARA), Yorta Yorta Nation Aboriginal Corporation and Conversation Circles with partner agencies. The Cultural Competency Framework is currently under review with a renewed version expected to be operational in the next reporting period.

Table 9 North Central CMA’s Delivery Program’s key initiatives and performance commentary

Strategy and Impact

Our Catchment, Our Communities			
<p>Works with the community, government agencies and stakeholders to deliver integrated catchment management outcomes that align to the Regional Catchment Strategy.</p> <p>Working in partnership with Traditional Owners to deliver on mutual priorities with reference to Country Plans and Regional Catchment Strategy.</p>	<p>North Central Regional Catchment Strategy 2021-27</p> <p>Engagement Strategy 2022-27</p>	<p>Our Catchments, Our Communities Integrated Catchment Management in Victoria 2016-19</p>	<p>The North Central <i>Our Catchments, Our Communities</i> (OCOC) program continues to strengthen regional natural resource management governance and partnerships. Through a range of activities, the program actively engages stakeholders and communities in planning and decision-making processes.</p> <p>Key engagement platforms such as the Catchment Partners Forum and Regional Roundtables remain instrumental in fostering collaboration and dialogue on natural resource management issues across the region.</p> <p>In addition, the completion of the RCS MERI Plan has provided the CMA with a robust framework to monitor and evaluate the progress of RCS implementation. A mid-term review of the RCS commenced in 2024/25, focusing on engagement and capturing the contributions of both the North Central CMA and key regional partners. Outcomes of the review will be published in 2025/26.</p> <p>Traditional Owner Country Plans are integrated into project planning and execution, aiming to strengthen shared outcomes and relationships.</p>



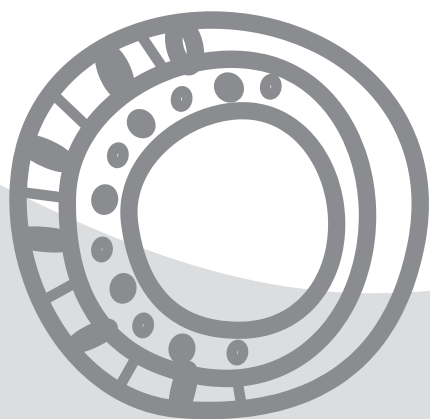
Major Projects

Guttrum-Benwell Forest Floodplain Restoration Project			
<p>Reinstate a more natural flooding regime for the forest, particularly to address the reduced frequency and duration of floods by delivering water for the environment to the forest and semi- permanent wetlands via pump stations and contain the water on the floodplain with regulators and existing perimeter levees to meet the ecological needs of flora and fauna that can't be achieved without such infrastructure.</p> <p>An Environment Report is being developed so that the project can be assessed under the <i>Victorian Flora and Fauna Guarantee Act</i> and <i>Federal Environmental Protection and Biodiversity Conservation Act</i>.</p>	<p>North Central Regional Catchment Strategy 2021-27</p> <p>North Central Regional Waterway Strategy 2014-22</p>	<p>Water for Victoria</p> <p>Victorian Waterway Management Strategy</p> <p>Murray Darling Basin Plan</p>	<p>Following the pause of the overall Victorian Murray Floodplain Restoration Project from March 2023 to September 2024, progress continued towards developing the Environment Report for the Guttrum-Benwell State Forests.</p> <p>Additional work has focused on updating the hydraulic modelling to confirm the targeted inundation area, then updates of the environmental specialist reports that form part of the environmental impact assessments.</p> <p>Most community and stakeholder engagement is paused, including with landholders adjacent to the project site, whilst the Environment Report is being developed so that the next tranche of updates is based on the most accurate information.</p> <p>Close engagement with Barapa Barapa and Wamba Wamba has been undertaken with these Traditional Owners of the shared Country at Guttrum-Benwell Forests to ensure a self-determined approach to identify their values and aspirations for the floodplains are identified and folded into the Environment Report.</p>
Gunbower Forest Floodplain Restoration Project			
<p>Enables the delivery of environmental water to the wetlands and forest of the Gunbower National Park to reinstate a more natural flooding regime, meeting the water requirements of flood dependent vegetation and restoring the health of the floodplain. Building the proposed works will enable the deployment of water to land that currently can't be watered by any other infrastructure.</p> <p>An Environment Report is being developed so that the project can be assessed under the <i>Victorian Flora and Fauna Guarantee Act</i> and <i>Federal Environmental Protection and Biodiversity Conservation Act</i>.</p>	<p>North Central Regional Catchment Strategy 2021-27</p> <p>North Central Regional Waterway Strategy 2014-22</p>	<p>Water for Victoria</p> <p>Victorian Waterway Management Strategy</p> <p>Murray Darling Basin Plan</p>	<p>Following the pause of the overall Victorian Murray Floodplain Restoration Project from March 2023 to September 2024, progress continued towards developing the Environment Report for the Gunbower National Park.</p> <p>Additional work has focused on updating the hydraulic modelling to confirm the targeted inundation area, then updates of the environmental specialist reports that form part of the environmental impact assessments.</p> <p>Most community and stakeholder engagement is paused, including with landholders adjacent to the project site, whilst the Environment Report is being developed so that the next tranche of updates is based on the most accurate information.</p> <p>Engagement with Yorta Yorta is being undertaken to ensure Traditional Owners values and aspirations for the floodplains are identified in a self-determined approach to be folded into the Environment Report.</p>
Native Fish Stimulus Package of Works			
<p>Infrastructure upgrades and flow improvements for fish movement will address the highest priority remaining barriers to the organisation's Native Fish Recovery Plan – Gunbower and lower Loddon Systems.</p>	<p>North Central Regional Catchment Strategy 2021-27</p> <p>North Central CMA Native Fish Recovery Plan – Gunbower and lower Loddon</p>	<p>Victorian Environmental Water Holder (funded \$4.6 million)</p> <p>Victorian Waterway Management Strategy</p> <p>Murray Darling Basin Plan</p>	<p>Final upgrades to the Gunbower Weir fish passage were completed, enabling small and large bodied fish to traverse the Gunbower Creek and into the lower Loddon system.</p> <p>Additional proposals and projects to complete the infrastructure works in the Native Fish Recovery Plan were developed, seeking funding for these important regional works and measures.</p>

Table 9 North Central CMA's Delivery Program's key initiatives and performance commentary

Statutory Functions and Floodplain Management

Administration of Statutory Functions			
<p>Provide advice to the community, development industry and local government about the potential impacts of flooding.</p> <p>Protect waterways from the impacts of third party works through the Works on Waterway Permit Scheme.</p>	<p>North Central Regional Catchment Strategy 2021-27</p> <p>North Central Regional Floodplain Management Strategy 2018-28</p>	<p>Victorian Floodplain Management Strategy 2016</p>	<p>The North Central CMA provided expert advice to local government, community, emergency services and the development industry about the potential and real impacts of flooding.</p> <p>The North Central CMA is compliant with statutory obligations regarding issuing works on waterways permits and floodplain referrals.</p> <p>During 2024/2025 we responded to 1,324 planning referrals and direct requests for flood and development advice. 2,660 reports were downloaded from Flood Eye, being an online self-service portal for the community to obtain property specific flood advice.</p> <p>The North Central CMA responded to 136 works on waterway permit applications or requests for advice</p>
Regional Floodplain Management Strategy Implementation			
<p>Support local government, DEECA, VicSES and the community to implement the priorities of the Regional Floodplain Management Strategy (RFMS).</p> <p>Deliver projects that support the priorities of the RFMS.</p>	<p>North Central Regional Catchment Strategy 2021-27</p> <p>North Central Regional Floodplain Management Strategy 2018-28</p>	<p>Victorian Floodplain Management Strategy</p>	<p>The North Central CMA actively facilitated and supported actions in the RFMS through the provision of technical advice to Councils, monitoring and reporting on activities, contributing to community engagement and flood response planning.</p> <p>During 2024/2025, funding was secured for a further five flood studies and flood management plans in the region. This is in addition to the ten flood studies that were already underway across the region.</p> <p>North Central CMA supported the preparation of thirteen grant applications across two available grant funds. These applications represent more than \$20 million worth of total project costs linked to priority actions within the regional workplan of the RFMS.</p> <p>Significant work, advocacy and effort continued to support DTP and local government to integrate flood studies into the Planning Scheme.</p>



Disaster Recovery

Flood Recovery October 2022 and Summer storms 2023/24

Repair / replace environmental assets currently or previously invested in through North Central CMA projects.

Mitigate flood damages in public waterways where there was an impact on waterway health.

Provide partner agencies, Councils and community members with information on flood recovery and projects relating to waterway health.

Undertake structural assessments and designs for repair of environmental infrastructure required for delivery, or to support outcomes, of North Central CMA projects (such as enabling fish passage or delivery of environmental water).

Embed Traditional Owners into the flood recovery program from planning through to delivery, maintenance and ongoing management.

Return Murray Crays to Little Murray River in collaboration with Wamba Wemba.

Design and implement nature-led community recovery projects.

North Central Regional Catchment Strategy 2021-27

Flood Recovery Reinvestment Plan

Stretch Reconciliation Action Plan, Galkangu ('build together') 2022-2025

Loddon Mallee Regional Emergency Management Plan (EMV)

Removal of priority woody blockages and large debris was undertaken. Over 100ha of woody weed removal (mostly willow and Gorse) was completed. Over 40ha of Pale Yellow Water Lily was controlled in Ghow swamp in collaboration with Yorta Yorta.

Pest animal control was completed across 582ha to mitigate population increases following flooding.

Partner agencies and municipal councils were kept informed on CMA projects and programs through participation in the Emergency Recovery Victoria - Loddon Mallee - Regional Recovery Committee, and individual municipal recovery committees.

Designs for repair of environmental infrastructure was completed for Newstead pile field, Richardsson's Lagoon regulator, Lake Cullen regulator and funding was secured to complete works two of those sites by the end of 2026. The CMA is seeking funding for construction at Lake Cullen regulator.

The disaster recovery program has actively sought to embed the 7 nations in our region into the recovery program. This has been most successful where there is an existing RAP. Positive examples include: Partnering with Yorta Yorta Aboriginal Corporation for flood recovery works at Ghow Swamp and collaborating with Wamba Wemba for Murray Cray translocation.

A pilot project for nature-led community recovery was commenced in Creswick in 2025. This will continue to develop in 2025/26.

Sustainable Irrigation Program - Flood Recovery

Assessment and repair of the groundwater monitoring network across the Northern Riverland Plains.

Assessment and repair of the salinity monitoring network across the Northern Riverland Plains.

Irrigation drainage function assessment in the Bullock Creek Catchment.

Irrigation drainage works and blockage removal in the Bullock Creek Catchment.

North Central Regional Catchment Strategy 2021-27

Loddon Campaspe Irrigation Region Land and Water Management Plan 2020-30

Murray Darling Basin Salinity Management Strategy 2030

Murray Darling Basin Plan Water for Victoria

Loddon Mallee Regional Emergency Management Plan (EMV)

Large scale assessment and works prioritization was completed for over 180 bores. Over 130 monitoring bores were either repaired, replaced or installed to ensure effective groundwater salinity monitoring. A surface water gauging station was replaced in the Kerang region for to restore accurate monitoring.

21 digital data loggers were installed to provide salinity data at regular intervals across priority sites in the Northern Riverland Plains.

The CMA carried out physical assessment and mapping of more than 50 irrigation draining sites with flood damage in the Bullock Creek Catchment.

The CMA replaced damaged culverts (where eligible) to restore functional drainage.

The CMA undertook surface hydrography mapping and modelling of five surface drainage catchments in the Bullock Creek Catchment.

1.11 Strategic Priorities Program

Our Corporate Plan includes a section on our strategic priorities which are identified below. These strategic priorities give us focus to ensure that we are shaping and positioning our organisation to meet the needs of the future.

Table 10 **Strategic Priorities**

Initiatives	Performance
Taking action on climate change	
<p>Taking action on climate change is a key focus of the 2021-2027 North Central Regional Catchment Strategy (RCS) which identifies renewal of the North Central Climate Change Adaptation and Mitigation Plan as a priority to create a clear plan of action. We will work towards changing the conversation from impending disaster to positive actions and will be active in supporting climate adaptation for the region's natural resources and the communities that depend on them. We will also mitigate our own carbon footprint and encourage others to do the same.</p> <p>Priority initiatives include:</p> <ul style="list-style-type: none"> • Renew the North Central Climate Change Adaptation and Mitigation Plan by 2025. • Establish regional partnership arrangements to enable greater climate change collaboration. • Develop a climate change standard and check list to support development of strategies, plans and projects. • Implement our Pathway to Net Zero plan. • Revise Sustainable Procurement Framework and Policy to elevate supplier requirements. • Develop a plan to support farmers to become carbon neutral. 	<p>The North Central CMA has completed its review of the North Central Climate Change Adaptation and Mitigation Strategy and is now in the process of renewing it. A draft of the updated North Central Climate Change Strategy is expected to be ready for public consultation in late 2025.</p> <p>The CMA continue to work on projects that support managing climate risks, including the Climate Adjusted Seed Sourcing project and the implementation of the Grow Towards Zero project.</p> <p>The CMA continue to implement our Pathway to Net Zero by implementing the Grow Towards Zero program and the refurbishment of the CMA office which will include improved sustainability features.</p> <p>Two projects to support farmers to become carbon neutral began in 2024-25. The Climate Positive Farming Initiative offers an opportunity to develop 30 climate adaptation plans with farmers to quantify and reduce carbon emissions, described as climate-positive initiatives towards a net-zero future. The Carbon Farming Outreach Program saw 6 workshops delivered across the region. Workshops focused on emissions reporting and system efficacies. While primary producers are not expected to eliminate their emissions, they do need to understand the basics of on farm-emissions.</p>

Initiatives	Performance
Pursuing new natural resource management opportunities	
<p>Natural resource management is changing. As society becomes more aware of the decline in the world's ecosystems and its link to our economies there is an increasing expectation that we better measure and protect them. Those profiting from, or impacting on, natural resources are expected to address these impacts, and this has the potential to lead to new interest and investment in our work. In response to emerging opportunities, we will take a leadership position, as a trusted advisor, to build awareness and capability in natural capital approaches across the community, partners, and our organisation and to proactively seek private sector partners and applications to match opportunities to implement the Regional Catchment Strategy (RCS). We will explore opportunities to provide in-house capability as fee for service expertise to external organisations.</p> <p>Priority initiatives include:</p> <ul style="list-style-type: none"> • Finalise and implement our Natural Capital Roadmap. • Secure a private sector partnership to trial the application of natural capital approaches. • Review current service offerings against market and stakeholder needs. • Continue to foster and develop new and existing networks to explore emerging opportunities in NRM. 	<p>A Natural Capital Roadmap has been developed to help guide the CMA prepare for natural capital opportunities over the next 3-5 years.</p> <p>The CMA hosted a sold-out Natural Capital Forum, 'balancing the books between nature, productivity and people' which included experts assessing various frameworks and potential applications within the region.</p> <p>Corporate sponsors supported the Forum, and the CMA now has a list of engaged Natural Capital organisations.</p> <p>A consortium of Victorian CMA's including North Central have made a submission on a multi-year project across the Victorian Volcanic Plains (VVP) using natural capital approaches.</p> <p>The CMA continue to develop an innovative service offering around the Social Procurement Framework and government tenders that we see as an opportunity into the future.</p> <p>The North Central and Goulburn Broken CMA's are supporting Vic Catchment to explore future roles and opportunities for Victorian CMA's with natural capital, natural capital accounting and in nature markets, to support preparedness, and a more unified approach to future possibilities.</p> <p>Our membership and participation in Communities of Practice across topics such as environmental markets, nature positive and natural capital see us continue to develop our networks and explore new and emerging opportunities.</p>

Supporting Traditional Owner and Aboriginal self-determination	
<p>Victoria has a bold and progressive agenda through its commitment to a Treaty that delivers self-determination for Victoria's First Nation People. North Central CMA recognises the vital role of Traditional Owners in managing Victoria's natural resources, particularly where formalised Recognition and Settlement Agreements under the <i>Traditional Owner Settlement Act 2010</i> (Vic) confer certain requirements on the state and therefore the CMA. The implementation of the North Central CMA's Stretch Reconciliation Action Plan 2022-2025 (RAP) - Galkungu, 'we build together' (Dja Dja Wurrung language), will guide our support for Traditional Owners self-determination, recognition of their values and aspirations and provide the opportunity for Traditional Owners to participate in strategic and program decision making.</p> <p>Priority initiatives include:</p> <ul style="list-style-type: none"> • Implement North Central CMA's Stretch Reconciliation Action Plan 2022-2025 Galkungu 'we build together'. • Review and renew the CMA's Reconciliation Action Plan by 2025/26. • Seek feedback from First Nations people about the experience working with the CMA. • Review organisation structure/approach to support Traditional Owner self-determination and deliver RecAP actions. • Offer to develop or renew MOUs with TO groups to better inform working relationships and delivery of Government commitments. 	<p>The North Central CMA continue to implement Galkungu with the RecAP Working Group consisting of staff and Aboriginal community members providing oversight of implementation.</p> <p>Formal feedback process with First Nations peoples who work with the CMA has begun and will be completed by September 2025. This information will be used to inform the review and renewal of the CMA's Stretch Reconciliation Action Plan.</p> <p>The North Central CMA are working with DJAARA to renew the Partnership Statement. The CMA will continue to work with DJAARA and other TOs where there is an appetite to either renew or develop formal partnership arrangements.</p>

1.12 Five Year Financial Review Performance

Table 11 provides a comparative summary of the CMA's financial results for the reporting year and the previous four years.

Table 11 **Five year financial performance**

	2024-25	2023-24	2022-23	2021-22	2020-21
	\$	\$	\$	\$	\$
Total revenue	18,255,849	18,704,552	23,802,254	20,050,816	21,801,717
Total expenditure	18,340,622	20,897,368	19,999,484	15,454,237	20,746,796
Total surplus/(deficit)	(84,784)	(2,192,816)	3,802,771	4,596,579	1,054,921
Current assets	16,854,934	16,330,416	17,927,641	14,071,708	9,578,771
Non-current assets	2,628,203	2,762,061	2,493,304	2,699,150	2,600,717
Total assets	19,483,137	19,092,478	20,420,945	16,770,858	12,179,488
Current liabilities	2,496,477	3,059,098	2,352,716	2,500,604	2,671,848
Non-current liabilities	146,753	108,689	127,218	132,014	125,979
Total liabilities	3,643,230	3,167,787	2,479,934	2,632,618	2,797,827



Current Year Financial Review

For the year to 30 June 2025, the North Central CMA recorded a \$84 thousand deficit from operating activities compared with a \$2.2 million deficit from operating activities in 2024-2025.

As at 30 June 2025, the North Central CMA held \$11.8 million in contracts representing works yet to be completed under funding contracts where revenue has been recognised on receipt.

All corporate services and project support was provided in-line with budget expectations and on cost recovery principles.

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.

Disclosure of Grants and Transfer Payments

In the reporting period the North Central CMA provided grants to 73 community groups totalling

\$320,613.00 through the Victorian Government's Victorian Landcare Grants Program. (Appendix 2).

Subsequent Events

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



PART 2: GOVERNANCE AND ORGANISATIONAL STRUCTURE

2.1 Organisational Structure and Corporate Governance Arrangements

The North Central CMA organisation structure is underpinned by five key business units with a senior manager of each unit reporting directly to the CEO.

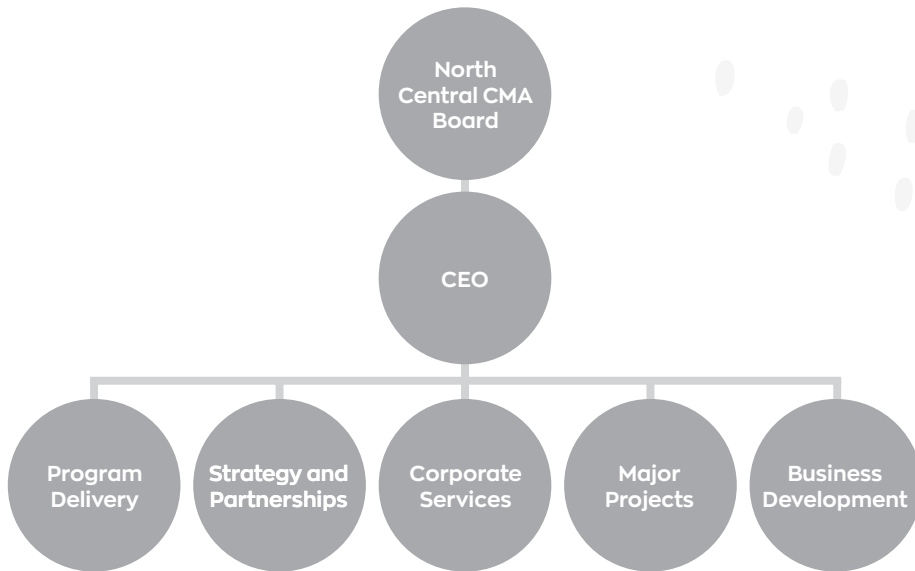


Figure 5 Organisation structure

Board and committees

The Victorian Government appoints diverse Boards of up to nine members to govern CMAs based on their skills and background relevant to natural resource management. Board members also have a valuable connection to their local community and represent community values and priorities when considering strategic issues relating to the protection and improvement of the region’s natural resources.

As at 30 June 2025, the Board has four standing committees each chaired by a Board member. The committees support CMA strategies, initiatives and programs are complemented by a range of project specific committees.

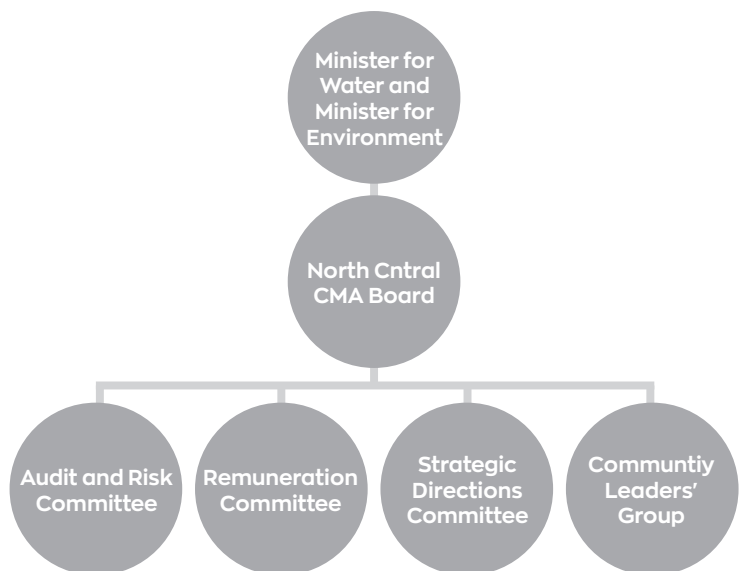


Figure 6 Board subcommittees

2.2 Governing Board

Sally Mitchell (Chair)

SAMARIA

Sally has lived and worked on her families' irrigated farms for most of her life located in the northern end of the catchment and is committed to the protection and enhancement of environmental assets that deliver environmental, economic and social benefits.

Sally has a strong interest in involving young people in community projects, so that the bank of knowledge built up over many years can be passed on and that new and innovative ways can be incorporated. She believes that communities need good leadership to thrive in times of change. A keystone in her beliefs is that good natural resource management goes hand in hand with sustainable farming practices.

Mary Bignell

TRENTHAM

Mary is a partner in a grazing and broadacre cropping enterprise located in the catchments of the Coliban and Wimmera Rivers. She has been a Non Executive Director with Statutory Entities since 2010, with experience in the Water and Waste sectors.

With qualifications in agricultural science, Mary has experience in governance, natural resource management, emergency management, auditing and community development.

Olivia Lawson

CLARKES HILL

Olivia grew up in South Gippsland Victoria and completed a degree in Agricultural Science before working in the wool export sector. For the past two decades, Olivia has been a partner in a seed stock cattle business based in central Victoria with a focus on holistic grazing systems and sustainable land management, while producing efficient, highly productive genetics.

In recent years Olivia has served as a non-executive Director on various national and global Boards, advisory policy roles in environment, sustainability, and animal welfare, and has chaired in governance, finance, audit, and risk. Olivia has participated in various carbon and climate in agriculture programs and contributed advice on policy development in agricultural sustainability.

David Weaver **BOORT**

David is a fifth-generation farmer in the Boort area, with a lifelong interest in the floodplains, lakes and streams in his area. David looks forward to contributing to the CMA and its future direction

Jan Boynton

WILSONS HILL (1 July 2024 to 5 September 2024)

Jan has had more than 25 years in executive positions in state and local government, including as a Director with both the Shire of Campaspe and the City of Greater Bendigo, inaugural CEO of the North Central CMA, Regional Director of the Department of Natural Resources and Environment, North West Region and Regional Director of Regional Development Victoria.

Jan also has an extensive background in Board governance and is currently a Director of Haven: Home, Safe; CVGT Australia, Bendigo Jockey Club and is Deputy Chair of Lifeline Loddon Mallee and the Chair of Bendigo Art Gallery Board. Jan is a Member of the AICD Bendigo Regional Forum, AICD NFP Chairs Forum and State Government's Councilor Conduct Panel.

Jan and her partner run a cattle stud in the Loddon catchment.

Clinton Tilley

CARLSRUHE (1 July 2024 to 18 February 2025)

Clinton is an established CEO of multiple businesses and private family groups. His focus has been across multiple industries and his varied background in finance as well provides a balanced view. Currently Clinton acts as a consultant to the property development and timber industries as well as advising private family boards.

Clinton maintains a keen and active focus on the environment and sustainability that is sensible today and a stretch for tomorrow.

L McDonald**MALMSBURY** (1 July 2024 to 4 April 2025)

L lives near Malmsbury and has begun restoring and healing cleared basalt cap and alluvial creek flat grazing land, to return thriving native habitats and wetlands. L recognises her position on the shoulders of ancestors who worked hard to prioritise education, and understanding the story of county and people, in synergy. L is an alumni of the Williamson Leadership Program, holds a degree and masters in Ag and Environment from the University of Sydney, and is starting a PhD exploring Indigenous leadership and governance in science research. L has produced and presented food and farm programs on community radio, and is a former writer and content creator for Gardening Australia TV.

L's hands on experiences in land management include a ten-year career with the Department of Primary Industries, making improvements to sustainable farming systems, from intensive irrigation, to dryland cropping and grazing.

Euan Ferguson**(Former Chairperson)****WOOSANG** (1 July 2024 to 9 April 2025)

Euan and his wife Kristin reside at, and manage, a 900 ha mixed grain farm located at Woosang between Wedderburn and Charlton in northwest Victoria. Since 2010, Euan has been the Principal Consultant and Director of Euan Ferguson Pty Ltd. Euan is a forester and fire/emergency manager with more than 40 years' experience. He is a Registered Forestry Professional and sits on Forestry Australia's Forest Fire Management Committee.

Prior to retiring in 2015, Euan was the Chief Officer of Victoria's Country Fire Authority (CFA) for five years (2010-2015); and Chief Officer and CEO of the South Australian Country Fire Service (CFS) for nine years (2001-2010). Recent executive roles include acting as the Community Recovery Coordinator for the 2019/2020 Northern NSW Bushfires; for the March 2019 Tathra (NSW) bushfire recovery and Recovery Coordinator for the April 2017 Northern Rivers (NSW) floods.

In 2017, Euan was appointed Special Inquirer into the January 2016 Waroona (W.A.) bushfire which re-framed rural fire management in W.A. Euan is a former Vice President of the International Association of Wildland Fire; a former Director on the North East (Vic) Catchment Management Authority (NECMA) Board and was the Chair of NECMA's Audit and Risk Committee. He was also the Co-Chair of the University of Melbourne's Centre for Disaster Management and Public Safety International Liaison Committee.



ASSOCIATE BOARD MEMBERS

Sally Beer - Youth Associate

LEICHARDT (1 July 2024 to 30 June 2025)

Sally grew up in Deniliquin on a mixed farm, and since 2022 is the co-owner/co- manager of a medium sized, dorper enterprise in Leichardt with her fiancé.

She has worked in a range of agricultural industries in Australia and abroad, from working as a station hand in northern Queensland, to working as a harvest contractor in the USA, to working in grain marketing and logistics sector in the Bendigo region.

She is now an Agricultural Extension Officer with the City of Greater Bendigo.

Sally has qualifications in Agriculture and Business from the University of New England, and has experience working in agribusiness and logistics, community engagement, and regenerative agriculture extension.

**Gabby Gamble (Aunty Gabby)
Aboriginal Associate BENDIGO**

(1 July 2024 to 30 June 2025)

Aunty Gabby is a Victorian Aboriginal Elder and survivor of the Stolen Generation who is a passionate advocate for Victorian Aboriginals and their families.

A retired Specialist Labour Hire company owner/ director and Viticulturist/Wine Maker Aunty Gabby continues her voluntary community advocacy engagement when directed by community.

Aunty Gabby also provides Corporate Professional Development sessions as well as in-school interactive storytelling and Aboriginal art sessions.

She is currently a member of the North Central CMA Community Leaders Group, Reconciliation Action Plan Working Group and has worked with the Aboriginal School Based Apprenticeship Trainees on designing a Victorian Aboriginal panel for the North Central CMA cultural Garden.

Aunty Gabby has recently been appointed to the Minister for Ageing’s inaugural Senior Victorians Advisory Committee and is Founder and former Co-Chair of Janandi Aboriginal Corporation.

Aunty Gabby has been the Aboriginal Community Representative on Remembrance Parks Central Vic Community Advisory Committee, Bendigo Health - Community Advisory Committee, Surgical and Anaesthetics Working Group, Loddon Mallee Regional Clinical Council, St. John of God Hospital Reconciliation Action Plan Committee, City of Greater Bendigo Reconciliation Action Plan Committee, Bendigo and District Local Aboriginal Network BLAN, Emerge (Regional Arts Initiative), and is the former Chair Bendigo Artists Incorporated.

Table 12 **Board membership/term and meeting attendance**

Board Member	Term	Full Board meetings	Out-of-session
Sally Mitchell (Acting Chair from February 2025)	Oct 2021 - Sept 2025	6 of 8	1 of 1
Mary Bignell	Oct 2023 - Sept 2027	8 of 8	1 of 1
Olivia Lawson	Oct 2023 - Sept 2027	8 of 8	0 of 1
David Weaver	Oct 2023 - Sept 2027	6 of 8	1 of 1
Jan Boynton	Oct 2021 - Sept 2024	3 of 3	0 of 0
Clinton Tilley	Oct 2021 - Feb 2025	3 of 4	1 of 1
L McDonald	Oct 2023 - April 2025	4 of 7	0 of 1
Euan Ferguson (Former Chairperson)	Oct 2023 - April 2025	7 of 7	1 of 1
Associate Members	Term	Full Board meetings	Out-of-session
Sally Beer	1 July 2024 - June 2025	8 of 8	1 of 1
Gabby Gamble	1 July 2024 - June 2025	8 of 8	0 of 1

2.3 Board Sub-Committee Membership and Roles

Audit and Risk Committee

Members are appointed by the Board, usually for a three-year term, and are subject to the committee's Terms of Reference. An independent external member also sits on the Committee.

Meetings are generally held bi-monthly and at any other time on request of a committee member or the internal or external auditor. In 2024 – 2025 the committee met four times.

The core responsibilities of the audit committee 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.
- ▶ Assist the Board in reviewing the 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 organisations risk management framework.

Table 13 **Audit and Risk Committee membership and meeting attendance**

Name		Term	Attended	Eligible to attend
Mary Bignell	Chair (1 July 2024 to 4 Dec 2024)	1 July 2024 to 30 June 2025	4	4
Olivia Lawson	Chair (4 Dec 2024 to 30 June 2024)	4 December 2024 to 30 June 2025	2	2
Euan Ferguson	Independent	1 July 2024 to 9 April 2025	3	3
Fran Raymond	Independent External Member	1 July 2024 to 30 June 2025	3	4
Clinton Tilley	Independent	1 July 2024 to 18 February 2025	1	2
David Weaver	Independent	1 July 2024 to 4 December 2024	1	2
Jan Boynton	Independent	1 July 2024 to 5 September 2024	0	1

Remuneration Committee

The purpose of the committee is to:

- ▶ 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.

Table 14 **Remuneration Committee membership and meeting attendance**

Name		Attendance
Jan Boynton (Chair 1 July to 5 September 2024)	1 July 2024 to 5 September 2024	0 of 0
Clinton Tilley (Chair 4 December 2024 to 18 February 2025)	1 July 2024 to 18 February 2025	1 of 1
Mary Bignell (Chair 4 March to 30 June 2025)	4 December 2024 to 30 June 2025	2 of 2
Euan Ferguson	1 July 2024 to 9 April 2025	2 of 2
Sally Mitchell	4 March 2025 to 30 June 2025	2 of 2

Strategic Directions 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.

Table 15 **Remuneration Committee membership and meeting attendance**

Committee members		Total
Clinton Tilley (Chair)	1 July 2024 to 18 February 2025	2 of 2
L McDonald	1 July 2024 to 4 April 2025	1 of 2
Oliva Lawson	1 July 2024 to 4 December 2024	2 of 2
David Weaver	4 December 2024 to 30 June 2025	0 of 0

Community Leaders' Group (CLG)

The CLG is chaired by a North Central CMA Board member and overseen by an Executive Manager.

Community leaders have specific appointed roles as chair of project/program committees and/or participating in strategy initiatives e.g., membership on Board sub-committees. These projects and programs have a significant community interface with members bringing local knowledge and expertise to the committees.

CLG members share knowledge from their project and program committees' involvement and highlight community issues or concerns relevant to the work of the CMA. As a collective, the CLG has oversight of the North Central CMA's Engagement Strategy 2022-27 and reporting progress of its implementation to the Board.

An updated focus and some changes to the CLG membership have led to a transition to a new model of engagement. This model will provide opportunities for the CMA to engage with a broad community group about community sentiment from various sources (project committees, community forums and social media) which will be report to the Board on a regular basis.

The CLG met three times during the reporting period with membership and meeting attendance noted below.

Table 16 **CLG membership and meeting attendance**

Group members		Total
Sally Mitchell (Board member and CLG Chair)	1 July 2024 to 30 June 2025	3 of 3
Di Bowles (Deputy chair)	1 July 2024 to 30 June 2025	2 of 3
Ken Coates	1 July 2024 to 31 December 2024	3 of 3
Alan Denehey	1 July 2024 to 30 June 2025	3 of 3
Gabby Gamble	1 July 2024 to 30 June 2025	2 of 3
Ted Gretgrix	1 July 2024 to 30 June 2025	3 of 3
Richard Carter	1 July 2024 to 30 June 2025	3 of 3
Rob Loats	1 July 2024 to 30 June 2025	3 of 3
Gemma Simpson	1 July 2024 to 30 June 2025	2 of 3

2.4 Occupational Health and Safety

The North Central CMA is committed to ensuring the safety and welfare of its employees, contractors, volunteers, and visitors whilst at work. This is achieved through maintaining workplaces that are safe and without risk to health so far as reasonably practicable, adhering to risk control documents and integration of Occupational Health and Safety (OH&S) in all aspects of the business. People engaged at the CMA premises are inducted to ensure they are familiar with the health and safety policies and emergency procedures.

The CMA procurement process ensures suppliers engaged to perform work have fit for purpose risk control documents and appropriate insurance, regular audits confirm compliance with these requirements. Contractor worksites have pre-start assessment and interim inspections to ensure OH&S compliance; these Risk Management performance measures are reported monthly to the North Central CMA Board.

OH&S policies and procedures are in place and regularly reviewed. OH&S training is provided to all employees with WorkSafe incidents reported under the *Workplace Injury Rehabilitation Act 2013* and Part 5 of the *Occupational Health and Safety Act 2004* (VIC). There is an active OHS committee in place, to provide input and consultation from across the CMAs divisions.

During 2024/25 North Central CMA commenced work to review the existing psychosocial risks, risk register and approach. This will continue into 2025/26 to ensure the CMAs approach and framework aligns with best practice and is appropriately embedded in the way we work. The Staff Consultative Committee administers the North Central CMA's Wellbeing Program which includes a wide range of amenities, flu vaccinations, health checks, information sessions on mental health and wellbeing, and activities to support staff and workplace wellbeing and connectedness.

A summary of key data we monitor to ensure OH&S is on the next page.

Table 17 OH&S data

Measure	Key performance indicator	2024-25	2023-24	2022-23
Incidents	No. of Incidents	20	15	17
	Rate of incidents per 100 FTE	31	21	24
	No. requiring first aid and or further treatment	8	3	6
	No. of hazards reported	8	2	9
	Rate of hazards per 100 FTE	11	3	13
Claims	No. of standard claims	0	0	0
	Rate per 100 FTE	0	0	0
	No. of lost time claims	0	1	0
	Rate per 100 FTE	0	1	0
	No. of claims exceeding 13 weeks	0	0	0
	Rate per 100 FTE	0	0	0
Fatalities	Fatality claims	0	0	0
Claim Costs	Average cost per standard claim	\$0	\$162	\$0
Return to work	Percentage of claims with RTW plan < 30 days	N/A	N/A	N/A
Management commitment	Evidence of OH&S policy statement, objectives, and regular reporting to senior management; and OH&S plans (signed by CEO or equivalent)	Completed	Compliant	Compliant
	Evidence of OH&S criteria(s) in purchasing guidelines (incl. goods, services & personnel)	Completed	Compliant	Compliant
Consultation and participation	Evidence of agreed structure of designated workgroups (DWGs), health and safety representatives (HSRs), and issue resolution procedures (IRPs).	Completed	Compliant	Compliant
	Compliance with agreed structure of DWGs, HSRs and IRPs.	Completed	Compliant	Compliant
	No. of OH&S Committee meetings	5	4	8
Risk Management	Number of internal audits, site safety plans or site inspections conducted	8	8	11
	Percentage of reported incidents reviewed or investigated	100%	100%	100%
	Improvement Notices issued across the Authority by WorkSafe	0	0	0
	Percentage of issues identified and actioned arising from <ul style="list-style-type: none"> • Internal audits, • HSR improvement notices, and • WorkSafe notices 	83% N/A N/A	100% N/A N/A	100% N/A N/A

Measure	Key performance indicator	2024-25	2023-24	2022-23
Training	Percentage of managers and staff that: <ul style="list-style-type: none"> • Have received OH&S training • Trained in First Aid 	94% 54%	100% 31%	100% 43%
	Induction <ul style="list-style-type: none"> • Staff inducted within 5-days of hire • Contractor site inductions undertaken 	87% 62	100% 61	100% 41
	Percentage of HSRs trained: <ul style="list-style-type: none"> • Initial training on acceptance of role • Retraining (optional annual refresher) 	80% 0%	100% 40%	40% 0%
	Training investment as a % of payroll	0.1%	0.7%	0.5%
Wellbeing investment	Wellbeing investment as a % of payroll	0.50%	0.39%	0.20%
	Events, initiatives and ongoing programs conducted	16	17	11
	Number of EO Contact Officers/Peer Support	3	4	4
	Percentage staff trained in Mental Health First Aid	11%	17%	16%

2.5 Employment and Conduct Principles

The North Central CMA is committed to applying merit and equity principles when appointing staff. Our selection processes ensure applicants are assessed and evaluated fairly and equitably based on key selection criteria and other accountabilities without discrimination.

PART 3: WORKFORCE DATA

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

Our people

Our people are our greatest asset, and we strive to provide a workplace that supports inclusion and participation for everyone. This is sustained by a workplace culture built on respect, and that is inclusive, adaptive, and agile. Our culture is underpinned by values of care, courage, and connection.

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 collaborative work culture that promotes the public-sector values of respect, leadership, human rights, integrity, accountability, impartiality, and responsiveness.

Learning and development

Through our Pursue your Potential Capability and Development Framework we continue to build organisational capability by fostering talent and developing leadership capabilities across all levels of the organisation.

The framework describes leadership capabilities across all levels and roles and supports individuals in identifying their core capabilities, assessing their unique development needs, and supporting the formation of a customised development program to further develop staff capabilities.

Professional development programs undertaken by employees during the reporting period included a range of leadership development programs such as; RMBS Mentoring Program; and the Waterway Management Emerging Leaders program. Technical and safety-based programs including; Floodplain Ecology; Land Law for Managers of Rivers and Riparian Land; First Aid and CPR; HSR training; DV-Aware training; Wetland Plant ID & Ecology; On-farm emissions community of practice; strategic planning, strategic thinking, and strategic communications programs.

Employees have also developed their skills and knowledge by attending training and educational seminars covering a range of topics including Australian Freshwater Sciences Society Conference, Australasian vertebrate pest conference, Australian Stream Management Conference, Australian Turtle Symposium, Dumawul Cultural Competency Training, Reconciliation Action Plan Learning Circles, Floodplain Management Australia National Conference, Hydrology and Water Resources Symposium, National RAP Conference 2024.

3.2 Comparative Workforce Data

As of 30 June 2025, the North Central CMA employed the full-time equivalent (FTE) of 63.43 people compared to the full-time equivalent (FTE) of 59.08 people as at 30 June 2024. The breakdown of staff is as follows:

Table 16 **Comparative workforce data**

	June 2024						
	All employees		Ongoing			Fixed term and Casual	
	Head count	FTE	Full time Head count	Part time Head count	FTE	Head count	FTE
Gender							
Women	39	33.86	14	17	27.46	8	6.40
Men	30	28.67	24	4	27.27	2	1.40
Self-described	1	0.90	0	1	0.90	0	0.00
Age							
15-24 years	0	0.00	0	0	0.00	0	0.00
25-34 years	10	8.60	5	1	5.80	4	2.80
35-44 years	24	21.13	9	11	17.93	4	3.20
45-54 years	26	24.23	16	8	22.43	2	1.80
55-64 years	9	8.47	7	2	8.47	0	0.00
65+ years	1	1.00	1	0	1.00	0	0.00
Classification data							
Band 4	1	0.84	0	1	0.84	0	0.00
Band 5	9	7.30	2	1	2.70	6	4.60
Band 6	21	19.53	13	7	18.53	1	1.00
Band 7	12	10.25	3	7	9.05	2	1.20
Band 8	15	13.72	10	5	13.72	0	0.00
Executive Officer	7	6.79	5	1	5.79	1	1.00
Senior Executive Officer	4	1.00	1	0	1.00	0	0.00
Chief Executive Officer	1	1.00	1	0	1.00	0	0.00
Total employees	70	63.43	38	22	55.635	10	7.7973

Notes:

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.

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

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

	June 2025						
	All employees		Ongoing			Fixed term and Casual	
	Head count	FTE	Full time Head count	Part time Head count	FTE	Head count	FTE
Gender							
Women	35	29.58	13	13.00	22.61	9	6.97
Men	29	28.60	22	3.00	24.60	4	4.00
Self-described	1	0.90	0	1.00	0.90	0	0.00
Age							
15-24 years	0	0.00	0	0.00	0.00	0	0.00
25-34 years	9	8.03	4	3.00	6.40	2	1.63
35-44 years	21	18.33	8	9.00	14.93	4	3.40
45-54 years	24	22.42	14	5.00	17.78	5	4.64
55-64 years	9	9.00	8	0.00	8.00	1	1.00
65+ years	2	1.30	1	0.00	1.00	1	0.30
Classification data							
Band 4	2	1.63	0	0.00	0.00	2	1.63
Band 5	6	5.20	0	1.00	0.80	5	4.40
Band 6	20	18.02	12	4.00	15.08	4	2.94
Band 7	15	13.54	6	7.00	11.54	2	2.00
Band 8	12	10.91	8	4.00	10.91	0	0.00
Executive Officer	5	4.78	4	1.00	4.78	0	0.00
Senior Executive Officer	4	4.00	4	0.00	4.00	0	0.00
Chief Executive Officer	1	1.00	1	0.00	1.00	0	0.00
Total employees	65	59.08	35	17	48.11	13	10.97

3.3 Executive Officer Disclosure

An Executive Officer is defined as an executive under Part 3 of the PAA or a person to whom the Victorian Government’s Public Entity Executive Remuneration Policy applies.

All figures reflect employment levels at the last full pay period in June of the current and corresponding previous reporting year. 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.

3.4 Workforce Inclusion Policy

North Central CMA celebrates the differences between people and the contribution these differences make to our work and communities. We demonstrate care, courage, and connection through our work with communities, First Nations Peoples, our partners, and each other.

We believe in the inherent value of a diverse workforce reflective of the communities in which we operate. We will actively seek to accommodate the unique needs of many different employees, partners, and stakeholders. We value equal representation, recognition, reward, and opportunity. Above all, we are committed to ensuring that all people are treated with respect and dignity.

Our Diversity and Inclusion Plan objectives are to:

- ▶ Implement our Reconciliation Action Plan Galkangu ‘we build together’ 2022-2025.
- ▶ Implement our Gender Equality Action Plan 2022-2026, including annual gender equality audits.

- ▶ Improve accessibility in our workspaces and our events to prevent disability being a barrier to participation.
- ▶ Continue to visibly support transgender and gender diverse people within our organisation and our community.
- ▶ Through our renewed Engagement Strategy 2021-27 to improve our understanding of diversity in the communities with which we engage to ensure our engagement is more inclusive, with a particular focus on generational diversity and cultural and linguistically diverse communities.

Table 19 **Progress of inclusion programs**

Progress of inclusion programs	Not started	In progress	Completed or ongoing	Total actions
Gender Equality Action Plan 2022-2026	0	0	17	17
Reconciliation Action Plan Galkangu ‘we build together’ 2022-2025	0	13	76	89



Galkangu 'we build together' (Dja Dja Wurrung language) North Central CMA Stretch Reconciliation Action Plan 2022-2025

The Plan provides an operational action plan to guide staff, increase organisational cultural competencies, and contribute to genuine reconciliation with Traditional Owners and First Nations communities and organisations of the region. Eight-nine actions support the following four headline themes:

- ▶ Relationships
- ▶ Respect
- ▶ Opportunities
- ▶ Governance

Gender Equality Action Plan

North Central CMA has a long commitment to gender equity and championing gender representation. Examples of our commitment include:

- ▶ Inclusion of gender composition as a factor in formal succession planning tools and documents, including intersectionality.
- ▶ Mainstreaming flexible working arrangements, including part-time hours, flexible start and finish times, remote working, and other arrangements (89% of our team have some form of flexibility arrangement).
- ▶ Continuing to narrow the gender pay gap by applying a gender lens to our recruitment, succession planning and executive remuneration policies; and providing secondment opportunities to step into leadership and senior leadership roles.
- ▶ Embedding a culture of commitment to the Gender Equality through ensuring all Executives include diversity and inclusion goals in their workplan, undertaking annual gender audit reporting, and implanting diversity and inclusion training across a range of dimensions (gender, culture, LGBTQI+, disability, age).
- ▶ Ensuring inclusion training is part of our organisational development activities including regular inclusion training on gender; LGBTQI+; sexual harassment and appropriate workplace behaviour; generational inclusion; cultural inclusion; disability inclusion; and First Nations cultures.
- ▶ Continued participation as a founding member of the City of Greater Bendigo's Coalition for Gender Equity and signatory to the gender equity strategy. The Coalition is a diverse collective of 32 organisations dedicated to advancing gender equity and preventing violence against women and children in Greater Bendigo.

We continue to deliver on focus areas and actions of our Gender Equality Action Plan 2021-2025, and our plan and progress are reported on our website. We intend to refresh our GEAP during 2025-2026.

Wellbeing and inclusion

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. We also offer a range of online self-guided resources to support our team members in proactively managing and maintaining their wellbeing. In addition, eight employees are certified in Mental Health First Aid and we have three Contact Officers training courses to support colleagues in relation to equal opportunity and family violence concerns.

During 2024-2025, we 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, health checks, information sessions and support for physical fitness and mental wellbeing.

Additionally, we have a Reward and Recognition program 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.

Table 20 **Workforce inclusion reporting**

Inclusion policy initiative	2024-25	2023-24
Commit to women represented of at least 40% at Senior Manager levels	Executive Officer 14%M 86%W Senior Executive Officer 75%M 25%W All Executive (Incl CEO) 42%M 58%W	Executive Officer 17%M 83%W Senior Executive Officer 75%M 25%W All Executive (Incl CEO) 45%M 55%W
Accessibility to flexible working arrangements	89% of employees have some form of formal flexibility arrangement	91% of employees have some form of formal flexibility arrangement
Commit to improving the average gender pay gap ¹	Median pay gap 0% Mean pay gap 2.4%	Median pay gap -1.9% Mean pay gap 6.4%
Attract and retain First Nations employees	4% of our workforce identify as Aboriginal or Torres Strait Islander	4% of our workforce identify as Aboriginal or Torres Strait Islander
Encourage staff to take acting roles to develop leadership skills.	87% of staff participated in career development training (37%M 50%W 0%S)	32% of staff undertook a higher duties activity (14%M 17%W 2%S) 77% of staff participated in career development training (32%M 43%W 2%S)
Inclusion training and awareness programs.	During 2024/25 our team undertook inclusion training in Gender inclusion (80% participation) and Disability inclusion (80% participation) 69% of staff participated in First Nations cultural training activities	During 2023/24 our team undertook inclusion training in Cultural inclusion (92% participation) and Generational diversity (90% participation)

¹Measure includes whole of organisation excluding CEO.



PART 4: OTHER DISCLOSURES

4.1 Local Jobs First - Victorian Industry Participation Policy

The *Local Jobs First Act 2003* introduced in August 2018 brings together the Victorian Industry Participation Policy (VIIP) and Major Project Skills Guarantee (MPSG) policy which were previously administered separately.

During 2024-2025 the North Central CMA commenced one Local Jobs First Standard project valued at \$1.78 million located in regional Victoria, with a commitment of 93 per cent of local content. North Central engaged a local contractor for refurbishment of our Huntly office building

The commitments made as part of the Local Jobs First policy for these projects are as follows:

- ▶ an average of 93.8 per cent of local content commitment was made
- ▶ a total of 1.94 FTE was committed by the contractor

No projects commenced that occurred statewide.

4.2 Social Procurement Framework

The North Central CMA is committed to supporting the Victorian government's directions under the Social Procurement Framework (SPF) and we recognise that we play a key role in advancing social and sustainable outcomes for Victorians.

Our Social and Sustainable Procurement Strategy enables a strategic and clear approach as to how we will deliver social and sustainable outcomes through our procurement in accordance with the SPF and beyond.

Furthermore, social procurement and sustainable procurement (also referred to as socially responsible procurement, social buying, or ethical purchasing) refers to procurements which:

- ▶ Result in progressive improvements in the lives of people who contribute to the CMA's supply chain and are impacted by supply chain decisions.
- ▶ Help achieve the CMA's organisational objectives towards delivering broader social benefits, through the procurement of goods or services that can provide superior social benefits.

The CMA is advancing social and sustainable objectives through procurement in accordance with the SPF and indeed, social procurement initiatives have been undertaken by the organisation prior to the introduction of the SPF e.g., developing opportunities for Victorian Aboriginal people through our Reconciliation Action Plan and project and program development and implementation including engaging local Indigenous entities as primary subcontractors to assist in delivering key activities.

The CMA's strategy prioritises SPF procurement objectives under social and sustainable headlines.

The objectives are detailed in Table 21 that includes type of procurement and focus areas. These SPF objectives were chosen based on their high degree of alignment with the CMA's strategic direction and values as well as being best positioned to advance our identified social procurement opportunities.



Table 21 **Social procurement reporting**

Metric Description	Unit of Measure	2024-25 (Actual)
Aggregate spend		
All suppliers		
Number of suppliers	Number	449
Total spent with suppliers	\$	11,297,404
Social benefit suppliers		
Number of social benefit suppliers	Number	9
Total spent with social benefit suppliers	\$	\$575,240
Objective: Opportunities for Victorian Aboriginal people		
Outcome: Purchasing from Victorian Aboriginal businesses		
Number of Victorian Aboriginal businesses engaged	Number	5
Total expenditure with Victorian Aboriginal businesses (excl. GST)	\$	562,912
Objective: Opportunities for Victorians with disability		
Outcome: Purchasing from Victorian social enterprises and Australian Disability Enterprises		
Number of Victorian social enterprises (led by a mission for people with disability) and Australian Disability Enterprises engaged (Group 1)	Number	1
Total expenditure with Victorian social enterprises (led by a mission for people with disability) and Australian Disability Enterprises (excl. GST) (Group 1)	\$	3,204
Number of Victorian social enterprises (led by a mission for people with disability) and Australian Disability Enterprises engaged (Group 2)	Number	0
Total expenditure with Victorian social enterprises (led by a mission for people with disability) and Australian Disability Enterprises (excl. GST) (Group 2)	\$	-
Objective: Opportunities for disadvantaged Victorians		
Outcome: Purchasing from Victorian social enterprises		
Number of Victorian social enterprises (led by a social mission for one of the five disadvantaged cohorts) engaged (Group 1)	Number	0
Total expenditure with Victorian social enterprises (led by a social mission for one of the five disadvantaged cohorts; excl. GST) (Group 1)	\$	-
Number of Victorian social enterprises (led by a social mission for one of the five disadvantaged cohorts) engaged (Group 2)	Number	0
Total expenditure with Victorian social enterprises (led by a social mission for one of the five disadvantaged cohorts; excl. GST) (Group 2)	\$	-
Objective: Sustainable Victorian social enterprises and Aboriginal business sectors		
Outcome: Purchasing from Victorian social enterprises and Aboriginal businesses		
Number of Victorian social enterprises engaged (Group 1)	Number	4
Total expenditure with Victorian social enterprises (excl. GST) (Group 1)	\$	12,328

4.3 Government Advertising Expenditure

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

4.4 Consultancy Expenditure

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

In 2024-2025, there were five consultancies engaged during the year, where the total fees payable to the individual consultancies was less than \$10,000. The total expenditure incurred during 2024-2025 in relation to these consultancies was \$9,519 (excl. GST).

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

In 2024-2025, there were no consultancies engaged during the year, where the total fees payable to the individual consultancies was more than \$10,000.

4.5 Review and Study Expenditure

In 2024-2025, there were no reviews and studies undertaken.

4.6 Information and Communication Technology (ICT) Expenditure

In 2024-2025, the North Central CMA had a total ICT expenditure of \$860,661 (Table 22).

Table 22 **Information and Communication Technology (ICT) Expenditure**

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)		
861	-	861	-

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



4.7 Major Contracts

North Central Catchment Management Authority did not enter into any major contracts during 2024-2025. A 'major contract' is a contract entered into during the reporting period valued at \$10 million or more.

4.8 Freedom of Information Act 1982

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

The North Central CMA is considered a Government Agency under the *Freedom of Information Act 1982*.

The purpose of the Act is to extend as far as possible the right of the community to access information held by government departments, local councils, Ministers and other bodies subject to the Act. As such an applicant has a right to apply for access to documents held by an Agency.

This comprises documents created by or supplied to the Agency, and may also include maps, films, microfiche, photographs, computer printouts, computer discs, tape recordings, videotapes, emails, team chats and text messages. Information about the type of material produced by the North Central CMA is available on our website under its Part II Information Statement.

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

From 1 September 2017, the Act was amended to reduce the Freedom of Information (FOI) processing time for requests received from 45 to 30 days. However, when external consultation is required the processing time automatically reverts to 45 days. Processing time may also be extended by periods of 30 days, in consultation with the applicant provided an extension is applied for with OVIC before the expiry date of the current deadline. With the applicant's agreement this may occur any number of times.

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

Making a request

Access to documents may be obtained through written request to the Authorised FOI Officer, and as detailed in Section 17 of the *Freedom of Information Act 1982*. An application fee of \$33.70 applies. Access charges may also be payable if the document pool is large, and the search for material, time consuming.

When making an FOI request, applicants should ensure requests are in writing and clearly identify what types of material/documents are being sought. Requests for documents in the possession of the North Central CMA should be addressed to the FOI Officer:

By mail:

Freedom of Information Officer, North Central CMA,
PO Box 18 Huntly Vic 3551

By email: privacy@nccma.vic.gov.au

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

FOI statistics/timeliness

During the reporting period the North Central CMA received zero (0) FOI application requests under the *Freedom of Information Act 1982*.

Further information

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



4.9 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 and lift equipment in accordance with relevant standards, monthly, quarterly and bi-annual inspection and preventive maintenance routine of mechanical services and monthly and annual fire service audits. These inspections then inform the works program which is delivered annually through existing maintenance contracts.

Table 23 **Building Act 1993 reporting**

Number of major works projects undertaken (>\$50 000)	1
Number of building permits, occupancy permits, or certificate of final inspection issued in relation to buildings owned	1 building permits Nil occupancy permits Nil certificates of occupancy
Number of emergency orders and building orders issued in relation to buildings	Nil emergency orders Nil building orders
Number of buildings that have been brought into conformity with building standards during the year	Nil buildings brought into conformity

4.10 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 provides government businesses with a tool to enhance decisions on resource allocation. This policy does not override other policy objectives of government and focuses on efficiency in the provisions of service.

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

4.11 **Public Interest Disclosures Act 2012**

The North Central CMA is a public body subject to the *Public Interest Disclosures Act 2012*.

The purpose of the Act is to enable and facilitate the making of disclosures of improper conduct or corruption by public officers and public bodies, including the North Central CMA, its staff, members, and employees.

The North Central CMA does not tolerate improper conduct by employees, nor the taking of reprisals against those who come forward to disclose such conduct. It is committed to ensuring transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment. The North Central CMA will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. It will also afford natural justice to the person who is the subject of the disclosure to the extent it is legally possible.

How to make a disclosure

Public interest complaints of improper conduct or detrimental action by the North Central CMA or any of its employees may be made to the Independent Broad-based Anti-Corruption Commission (IBAC).

Public interest complaints may be made anonymously, in writing, or orally, by contacting IBAC by phone or via their secure website:

Phone: 1300 735 135

Website: www.ibac.vic.gov.au

The North Central CMA is not permitted to receive public interest complaints made under the *Public Interest Disclosures Act*. If the North Central CMA believes a complaint may be a public interest complaint, it will ask that it be made directly to IBAC.

More information and contact details

As required under the Act, the North Central CMA has established procedures to facilitate and encourage the making of public interest complaints, and how the North Central CMA will manage the welfare of employees connected with public interest disclosures.

The North Central CMA's Public Interest Disclosure Procedures are available on our website.

For more information about public interest disclosures or the Victorian integrity system visit www.ibac.vic.gov.au/reporting-corruption



4.12 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.
 - d) Recognising the integral relationship between rivers, their catchments, coastal systems, and estuary and marine environments.
 - e) Recognising the integral relationship between the land – its soil, water, vegetation and fauna – and associated natural ecosystems.
 - f) 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.
 - g) Provide opportunities for community engagement in the integrated management of catchments and natural assets, including land, biodiversity and water resources.
 - h) Promote and apply a risk management approach that seeks to protect, enhance and restore natural assets and reduce the impact of climate change.
 - i) Promote and adopt an adaptive approach to integrated catchment management, including continuous review, innovation and improvement.
 - j) 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. The North Central CMA is compliant with its statutory obligations under the *Water Act 1989*.
- ▶ Develop strategic partnerships with relevant stakeholders including public authorities and government agencies.

The North Central CMA is compliant with its statutory obligations under the *Water Act 1989* and Table 24 provides data relating to the work of the Statutory Floodplain Management Unit.

Table 24 **Statutory Floodplain data**

Unit	Target	Actual
No. of permits exempted	25	36
No. of permits issued	75	55
No. of permits rejected	-	-
No. of complaints investigated for unauthorised works	5	15
No. of formal planning referrals	500	642

4.13 **Emergency Procurement**

During 2024-2025, the North Central CMA did not activate its Emergency Procurement process and subsequently did not have any emergency procurement in accordance with the requirements of government policy and accompanying guidelines.

4.14 **Procurement Complaints**

Under the Governance Policy of the Victorian Government Purchasing Board (VGPB), the North Central CMA must disclose any formal complaints relating to the procurement of goods and services received through its procurement complaints management system. The North Central CMA did not receive any formal complaints through its procurement complaints management system in 2024-2025.



4.15 Environmental Reporting

The data reported in this section is in line with the reporting requirements under Financial Reporting Direction 24 Reporting of environmental data by government entities. The environmental data captured in 2023-24 is used as a baseline for reporting.

The operational boundary for this reporting period includes a fleet of 17 vehicles and an expanded office requirement due to refurbishment as outlined below:

- ▶ Huntly office
(628-634 Midland Highway, Huntly VIC 3551)
- ▶ Temporary Office
(41B Breen Street)

North Central CMA is committed to environmental sustainability in its operations. This includes tackling the challenge of climate change by promoting regional climate change adaptation and mitigation programs and targeting net zero greenhouse gas emissions by 2030.

Table 25 **Environmental Reporting**

Indicator Code	Indicator Title	2024-25	2023-24	% variance to 2023-24
Electricity				
<i>Electricity consumption (MWh)</i>				
EL1	Purchased Electricity	51.6	57.4	-10%
<i>On-site electricity generated (MWh)</i>				
EL2	Exports	27.0	17.3	56%
<i>Total electricity offsets (MWh)</i>				
EL4	Greenpower	14.9	33.3	-55%
Transportation				
T2	Total internal combustion engine vehicles	17	20	-15%
	Petrol	-	-	-
	Diesel	16	18	-11%
	Hybrid vehicles	1	2	-50%
T2	Total plug-in hybrid electric vehicles (PHEV)	1	1	-
	Range-extended electric vehicle	1	1	-
Water Consumption				
W1	Total water consumption by an Entity (kilolitres)	56	74	-24%
W2	Units of metered water consumed normalised by FTE	0.9	1.3	-32%

Electricity production and consumption

Power consumption reduced marginally due to lower office utilisation caused by office refurbishment works.

Electricity offset was reduced due to construction reducing the utilisation of solar arrays. North Central CMA has a 50kW solar system at the Huntly office. As a consequence of refurbishment works at the Huntly office, the system was decommissioned on 10 April 2025. As a result, Greenpower energy generation has declined compared to the prior year. Re-installation and commissioning will occur during the completion stage of refurbishment works in November 2025.

Transportation

North Central CMA's fleet comprised of 18 vehicles. The vehicles are used for the purpose of employees commuting between offices, to meetings with other stakeholders and in going out into the field for site inspections and meeting landholders. As such it needs a mixture of vehicles suited to main road and off road driving that can carry equipment.

Underlying fleet requirement remains steady. As suitable EV utility vehicles become available, we intend to replace fleet at end of life with an EV option with completion by 2030.

Sustainable buildings and infrastructure

During the 2024-25 period, North Central CMA have embarked on an office building refurbishment as a result of infrastructure age and flood damage. Replacement of aging mechanical infrastructure and energy savings were a focus. Environmentally sustainable design (ESD) initiatives planned include:

- ▶ replacement of aged heating/cooling systems with more energy efficient systems
- ▶ Installation of double glazing

Sustainable procurement

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

Waste and recycling

Waste management and recycling are key priorities for the North Central CMA. Focus areas include efforts to eliminate single-use plastics, as well as maximise recycling and minimise waste sent to landfill. North Central CMA remain active in reducing waste and increasing recycling and have implemented the following activities to reduce waste to landfill:

- ▶ avoiding single use food and drink containers
- ▶ engaging with environmentally friendly suppliers
- ▶ supporting buying of products made from recycled material

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.



4.16 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: Freedom of Information Officer foi@nccma.vic.gov.au

4.17 Compliance with DataVic Access Policy

The information used to generate the catchment condition report in the North Central CMA's 2024-2025 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.

4.18 Financial Management Compliance Attestation

I, Sally Mitchell on behalf of the Responsible Body, certify that the North Central Catchment Management Authority has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



Sally Mitchell
Chair
North Central CMA

PART 5: 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 2025 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

Statement of Changes in Equity

Cash Flow Statement

Notes to the financial statements

1. About this report

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

2. Funding delivery of our services

Revenue recognised in respect of Government contributions and other income sources

2.1 Summary of revenue and income that funds the delivery of our services

2.2 Revenue and Income from transactions

3. The cost of delivering services

Operating expenses of the Authority

3.1 Summary of 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, equipment and motor vehicles

4.1 Total property, plant and equipment

5. Other assets and liabilities

Other key assets and liabilities

5.1 Other Assets

5.2 Other liabilities

5.3 Other non-financial assets

6. Financing our operations

Cash flow information, commitments for expenditure

6.1 Leases

6.2 Cash flow information and balances

6.3 Commitments for expenditure

6.4 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

7.3 Fair value determination

8. Other disclosures

8.1 Ex-gratia expenses

8.2 Other economic flows included in net result

8.3 Responsible persons

8.4 Remuneration of executive officers

8.5 Related parties

8.6 Remuneration of auditors

8.7 Subsequent events

5.1 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 Assistant Treasurer under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including interpretations, and other mandatory professional reporting requirements.

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

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

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



Sally Mitchell
Chair
16 September 2025



Brad Drust
CEO and Accountable Officer
16 September 2025



Scott Cornelius
Chief Finance Officer
16 September 2025





Victorian Auditor-General's Office

Independent Auditor's Report

To the Board of North Central Catchment Management Authority

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

Auditor's responsibilities for the audit of the financial report

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

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

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

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

MELBOURNE
19 September 2025


Timothy Maxfield
as delegate for the Auditor-General of Victoria

North Central Catchment Management Authority
Comprehensive Operating Statement
For the financial year ended 30 June 2025

	<i>Notes</i>	2025	2024
		\$	\$
Revenue and income from transactions			
Government contributions	2.1.1	16,056,168	16,759,894
Interest		636,664	694,773
Other income	2.1.2	1,516,696	1,214,434
Net gain on disposal of property plant and equipment	8.2	46,321	35,451
Total revenue and income from transactions		18,255,849	18,704,552
Expenses from transactions			
Employee expenses	3.1.1	8,249,280	8,119,595
Depreciation	4.1.2	784,114	237,286
Materials, maintenance, grants, contractors and consultancies	3.2	7,349,316	10,431,920
Other operating expenses	3.3	1,957,923	2,108,567
Total expenses from transactions		18,340,633	20,897,368
Net result from transactions (net operating balance)		(84,784)	(2,192,816)
Other comprehensive income - Items that will not be reclassified to net result			
Changes in physical asset revaluation surplus	8.3	-	176,496
Comprehensive result		(84,784)	(2,016,320)

The accompanying notes form part of these financial statements.

North Central Catchment Management Authority
Balance Sheet
For the financial year ended 30 June 2025

ASSETS	<i>Notes</i>	2025	2024
		\$	\$
Financial assets			
Cash and deposits	6.2	15,700,349	15,751,679
Receivables	5.1.1	454,229	298,449
Contract Assets	5.1.2	390,851	26,500
Prepayments	5.3	309,505	253,788
Total financial assets		16,854,934	16,330,416
Non-financial assets			
Property, plant and equipment	4.1	2,628,203	2,762,061
Total non-financial assets		2,628,203	2,762,061
TOTAL ASSETS		19,483,137	19,092,477
LIABILITIES			
Liabilities			
Payables	5.2	1,665,762	1,280,014
Employee related provisions	3.1.2	1,977,468	1,887,773
Total liabilities		3,643,230	3,167,787
NET ASSETS		15,839,907	15,924,691
EQUITY			
Contributed capital		8,755,693	8,755,693
Physical asset revaluation surplus	8.3	1,804,015	1,804,015
Accumulated surplus		5,280,199	5,364,983
TOTAL EQUITY		15,839,907	15,924,691

The accompanying notes form part of these financial statements.

North Central Catchment Management Authority
Cash Flow Statement
For the financial year ended 30 June 2025

	<i>Notes</i>	2025	2024
		\$	\$
Cash Flows from Operating Activities			
Receipts			
Receipts from Government and other investors		17,032,793	18,745,059
Interest received		636,664	694,773
Net Goods and services tax received from the ATO		540,429	668,884
Other receipts	2.1.2	19,940	17,660
Total receipts		<u>18,229,826</u>	<u>20,126,376</u>
Payments			
Payments to suppliers		(9,648,279)	(12,663,620)
Payments to employees		(8,028,942)	(7,936,798)
Total payments		<u>(17,677,221)</u>	<u>(20,600,418)</u>
Net cash flows from(used in) operating activities		<u>552,605</u>	<u>(474,042)</u>
Cash flows from investing activities			
Purchase of non-financial assets	4.1.3	(671,734)	(351,313)
Proceeds from sale of non-financial assets		67,799	57,217
Net cash used in investing activities		<u>(603,935)</u>	<u>(294,096)</u>
Cash flows from financing activities			
Repayment of principal portion of lease liabilities		-	(3,980)
Net cash used in financing activities		<u>-</u>	<u>(3,980)</u>
Net decrease in cash and cash equivalents		<u>(51,330)</u>	<u>(772,118)</u>
Cash and cash equivalents at beginning of financial year		<u>15,751,679</u>	<u>16,523,797</u>
Cash and cash equivalents at end of financial year	6.2	<u>15,700,349</u>	<u>15,751,679</u>

The accompanying notes form part of these financial statements.

North Central Catchment Management Authority
Statement of Changes in Equity
For the financial year ended 30 June 2025

	<i>Notes</i>	Accumulated Surplus	Contributed Capital	Reserves	Total
		\$	\$	\$	\$
Balance at 30 June 2023		7,557,799	8,755,693	1,627,519	17,941,011
Net result for the year		(2,192,816)	-	-	(2,192,816)
Other comprehensive income for year	8.3	-	-	176,496	176,496
Balance at 30 June 2024		5,364,983	8,755,693	1,804,015	15,924,691
Net result for the year		(84,784)	-	-	(84,784)
Balance at 30 June 2025		5,280,199	8,755,693	1,804,015	15,839,907

The accompanying notes form part of these financial statements.

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 1. ABOUT THIS REPORT

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

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

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

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

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

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

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

These financial statements cover the North Central Catchment Management Authority as an individual reporting entity and include all the controlled activities of the North Central Catchment Management Authority. There is no entity consolidated into the North Central Catchment Management Authority.

Amounts in the financial statements have been rounded to the nearest \$1, unless otherwise stated. Figures in the financial statements may not equate due to rounding.

Compliance Information

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

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

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 2. FUNDING DELIVERY OF OUR SERVICES

INTRODUCTION

The Authority's overall objective is for the co-ordinated control of natural resource management within the broader catchments of 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 revenue and income predominately through State and Commonwealth Government Contributions.

2.1 Summary of revenue and income that funds the delivery of our services

	Note	2025 \$	2024 \$
Government contributions	2.1.1	16,056,168	16,759,894
		<u>16,056,168</u>	<u>16,759,894</u>
Interest		636,664	694,773
Other Income	2.1.2	1,516,696	1,214,434
Net gain on disposal of property plant and equipment	8.2	46,321	35,451
		<u>2,199,681</u>	<u>1,944,658</u>
Total revenue and income from transactions		<u>18,255,849</u>	<u>18,704,552</u>

Revenue and income that funds delivery of the Authority's services are accounted for consistently with the requirements of the relevant accounting standards disclosed in the following notes.

2.1.1 Government contributions

	2025 \$	2024 \$
Income recognised as income of a not- for-profit entity - AASB 1058		
State Government		
Catchment Planning	1,013,000	1,191,000
Sustainable Irrigation	916,000	783,500
River Health	8,743,975	7,436,147
Floodplain Management	1,990,806	4,122,000
Other State Funding	340,844	134,615
	<u>13,004,625</u>	<u>13,667,261</u>
Commonwealth Government		
National Heritage Trust Program	931,907	587,987
The Living Murray	1,215,027	490,000
Other Commonwealth Funding	540,258	1,707,146
	<u>2,687,192</u>	<u>2,785,133</u>
Revenue recognised as revenue from contracts with customers - AASB 15		
National Landcare Program	-	281,000
National Heritage Trust Program	364,351	26,500
	<u>364,351</u>	<u>307,500</u>
Total Government contributions	<u>16,056,168</u>	<u>16,759,894</u>

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 2. FUNDING DELIVERY OF OUR SERVICES (CONTINUED)

2.1 Summary of revenue and income that funds the delivery of our services (continued)

2.1.1 Revenue and income from transactions (continued)

Grants recognised under AASB 1058

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

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

- contributions by owners, in accordance with AASB 1004 *Contributions* ;
- revenue or a contract liability arising from a contract with a customer, in accordance with AASB 15;
- a financial instrument, in accordance with AASB 9 *Financial Instruments*; or
- a provision, in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

Grants recognised under AASB 15

Income from grants that are enforceable and with sufficiently specific performance obligations are accounted for as revenue from contracts with customers under AASB 15. These grants relate to the National Landcare Program and the National Heritage Trust Program. Revenue is recognised when the Authority satisfies the performance obligation by providing the relevant services to the relevant stakeholders (e.g., kms of fencing, hectares revegetated, hectares of pest control, service hours to deliver project). This is recognised based on the consideration specified in the funding agreement and to the extent that it is highly probable a significant reversal of the revenue will not occur. The funding payments are normally received shortly after the relevant obligation is satisfied. The value of services provided but not invoiced as at 30 June 2025 is included as a contract asset as disclosed at Note 5.1.2.

2.1.2 Other income

	2025	2024
	\$	\$
Partnership Contributions	1,496,756	1,196,774
Employee Contributions	19,940	17,660
	1,516,696	1,214,434

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

Employee contributions include staff contributions towards the private use of motor vehicles.

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

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 3. THE COST OF DELIVERING SERVICES

INTRODUCTION

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

3.1 Expenses incurred in delivery of services

	<i>Notes</i>	2025	2024
		\$	\$
Employee expenses	3.1.1	8,249,280	8,119,595
Materials, maintenance, grants, contracts and consultancies	3.2	7,349,316	10,431,920
Other operating expenses	3.3	1,957,923	2,108,567
Total expenses incurred in the delivery of service		<u>17,556,519</u>	<u>20,660,082</u>

3.1.1 Employee benefits in the Comprehensive Operating Statement

	2025	2024
	\$	\$
Superannuation	792,491	760,088
Salaries and wages, annual leave and long service leave	7,456,789	7,359,507
Total employee expenses	<u>8,249,280</u>	<u>8,119,595</u>

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

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.

3.1.2 Employee-related Provisions

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

	2025	2024
	\$	\$
Current provisions		
Annual leave	427,279	441,948
Purchased leave	10,256	21,620
Long Service Leave	1,101,178	1,034,368
Time in Lieu and rostered days off	62,579	72,225
Provisions for on-costs	229,423	208,923
Total current provisions for employee benefits	<u>1,830,715</u>	<u>1,779,084</u>
Non-current provisions:		
Long Service Leave	128,272	95,857
On-costs	18,481	12,832
Total non-current provisions for employee benefits	<u>146,753</u>	<u>108,689</u>
Total provisions for employee benefits	<u>1,977,468</u>	<u>1,887,773</u>

Wages and salaries, annual leave and sick 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 North Central CMA does not have an unconditional right to defer settlements of these liabilities.

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 3. THE COST OF DELIVERING SERVICES (CONTINUED)

3.1.2 Employee-related Provisions (continued)

Wages and salaries, annual leave and sick leave (continued)

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

The annual leave liability is classified as a current liability and measured at the undiscounted amount expected to be paid, as the North Central CMA 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 Comprehensive Operating Statement as it is taken.

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

Long service leave (LSL)

Unconditional LSL is disclosed as a current liability, even where the North Central CMA does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of this current LSL liability are measured at either:

- undiscounted value – if the North Central CMA expects to wholly settle within 12 months.
- present value – if the North Central CMA does not expect to wholly settle within 12 months.

Conditional LSL is disclosed as a non-current liability. There is a conditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL is measured at present value.

Any gain or loss following revaluation of the present value of non-current LSL liability is recognised as a transaction.

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 3. THE COST OF DELIVERING SERVICES (CONTINUED) 3.2

Materials, maintenance, grants, contractors and consultancies

	2025	2024
	\$	\$
Materials	99,287	435,344
Repairs and maintenance	51,038	74,980
Grants paid	624,327	560,940
Contractors	6,565,145	9,351,383
Consultants	9,519	9,273
Total materials, maintenance, grants, contractors and consultancies	<u>7,349,316</u>	<u>10,431,920</u>

Materials, maintenance, grants, contractors and consultancies are recognised as an expense in the reporting period in which they are incurred.

3.3 Other Operating expenses

	2025	2024
	\$	\$
Information and communications technology	748,421	733,793
Fares and Accommodation	152,637	205,102
Advertising	35,011	44,844
Audits costs - internal and external	67,719	60,060
Motor vehicle costs	81,933	96,654
Insurance (general)	133,652	118,569
Meeting expenses	270,710	257,268
Minor Capital Purchases	56,584	38,321
Promotions and public relations	87,101	225,715
Short-term lease expenses	54,500	-
Training and education	100,023	113,192
Utilities	27,655	16,511
Uniforms and staff facilities	50,006	52,372
Other operating expenses	91,971	146,166
Total other operating expenses	<u>1,957,923</u>	<u>2,108,567</u>

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

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

- Short-term leases – leases with a term 12 months or less

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 4. KEY ASSETS AVAILABLE TO SUPPORT SERVICE DELIVERY

Introduction

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

4.1 Total property, plant and equipment

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2025	2024	2025	2024	2025	2024
	\$	\$	\$	\$	\$	\$
Land at fair value	960,000	960,000	-	-	960,000	960,000
Buildings at fair value	684,361	1,301,473	(17,109)	(31,011)	667,252	1,270,462
Assets under construction at cost *	671,734	-	-	-	671,734	-
Plant and equipment at fair value	570,039	570,039	(543,358)	(534,508)	26,681	35,531
Furniture and Office equipment	218,933	371,317	(214,385)	(346,683)	4,548	24,634
Motor Vehicles at fair value	832,741	963,037	(534,754)	(491,603)	297,987	471,434
			-			
Net carrying amount	3,937,808	4,165,866	(1,309,606)	(1,403,805)	2,628,203	2,762,061

Note *: Refer 4.1.2 for Assets under construction at cost.

4.1.1 Property, plant and equipment

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 and direct labour on the project.

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 4. KEY ASSETS AVAILABLE TO SUPPORT SERVICE DELIVERY (CONTINUED)

4.1 Total property, plant and equipment (continued)

4.1.2 Depreciation and amortisation

All buildings, plant and equipment and other non-financial physical assets that have finite useful lives, are depreciated. The exceptions to this rule include items under assets held for sale, assets under construction, cultural assets and land.

Depreciation is generally 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	Recognition Threshold
		\$
Buildings	40 years	-
Plant and equipment	3 - 15 years	5,000
Furniture & office equipment	2 - 10 years	5,000
Motor vehicles	5 years	-

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

Note:

Change in Accounting Estimate – Useful Life of Buildings - Huntly Office

During the financial year ended 30 June 2025, the Authority reassessed the useful life of the internal component of the Huntly Office Building, in accordance with AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*. This reassessment was prompted by the Authority's Board's formal approval of significant refurbishment works, which included demolition of internal structural elements.

As a result, the estimated useful life of the affected component was revised to align with demolition completion in June 2025. This change in accounting estimate was applied prospectively and resulted in an increase in depreciation expense of \$571,448 for the year ended 30 June 2025.

Following completion of the demolition works, the carrying amount of the demolished component was written off which is reflected as a reduction in the building's gross value and accumulated depreciation totalling \$586,101.

Indefinite life assets: Land, which is considered to have an indefinite life, is not depreciated. Depreciation is not recognised in respect of this assets because their service potential has not, in any material sense, been consumed during the reporting period.

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 4. KEY ASSETS AVAILABLE TO SUPPORT SERVICE DELIVERY (CONTINUED)

4.1 Total property, plant and equipment (continued)

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

	Land	Buildings	Work In Progress	Plant and equipment	Furniture and office equipment	Motor vehicles	Total
	\$	\$	\$	\$	\$	\$	\$
Carrying Amount							
Balance at 1 July 2023	960,000	1,124,977	-	44,381	40,388	318,557	2,493,304
Additions	-	-	-	-	-	351,313	351,313
Revaluation	-	176,496	-	-	-	-	176,496
Disposals	-	-	-	-	-	(21,766)	(21,766)
Depreciation	-	(31,011)	-	(8,850)	(15,754)	(176,670)	(237,285)
Balance as at 1 July 2024	960,000	1,270,462	-	35,531	24,634	471,434	2,762,061
Additions	-	-	671,734	-	-	-	671,734
Disposals	-	-	-	-	(13,166)	(8,312)	(21,478)
Depreciation	-	(603,210)	-	(8,850)	(6,919)	(165,135)	(784,114)
Balance as at 30 June 2025	960,000	667,252	671,734	26,681	4,549	297,987	2,628,203

Note:

Fair value assessments have been performed for all classes of assets in this purpose group. Following the issuance of the Valuer General's indices, the decision was made that movements on the value of the asset prior to work in progress were not material (less than or equal to 10 per cent) therefore negating a managerial revaluation as per the requirement of FRD 103. The next scheduled full revaluation for this purpose group will be conducted in 2026. Refer to note 7.3 for more information.

The work-in-progress spend to 30 June 2025 relates to the Huntly Office Building refurbishment and has been incorporated into the determination of the fair value of the remaining building. The estimated timeframe for completion of refurbishment works is November 2025. Following completion of the demolition works, the carrying amount of the demolished component was written off which is reflected as a reduction in the building's gross value and accumulated depreciation totalling \$586,101.

Subsequent measurement

Property, plant and equipment (PPE) are subsequently measured at fair value less accumulated depreciation and impairment. Fair value is determined with regard to the asset's highest and best use (considering legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset) and is summarised above by asset category.

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 5. OTHER ASSETS AND LIABILITIES

Introduction

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

5.1 Other assets

5.1.1 Receivables

	2025	2024
	\$	\$
Current receivables		
Contractual		
Receivables	257,926	205,477
Accrued income	49,766	-
	307,692	205,477
Statutory		
GST input tax credits recoverable	146,537	92,972
Total current receivables	454,229	298,449

Receivables consist of:

Contractual receivables are classified as financial instruments and categorised as 'financial assets at amortised costs'. They are initially recognised at fair value plus any directly attributable transaction costs. North Central CMA holds the contractual receivables with the objective to collect the contractual cash flows and therefore subsequently measured at amortised cost using the effective interest method, less any impairment.

Included in receivables is the Breen Street lease bond deposit which is held via DCK Commercial Lease Trust Fund.

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 for disclosure purposes. The Authority applies AASB 9 for initial measurement of the statutory receivables and, as a result, statutory receivables are initially recognised at fair value plus any directly attributable transaction cost.

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 5. OTHER ASSETS AND LIABILITIES (CONTINUED)

5.1 Other assets (continued)

5.1.2 Contract assets

	2025	2024
	\$	\$
Contract assets		
Total Contract assets	390,851	26,500
<i>represented by</i>		
Current contract assets	390,851	26,500
Non-current contract assets	-	-

Contract assets relate to the Authority's right to consideration in exchange for goods transferred to customers for works completed, but not yet billed at the reporting date. The contract assets are transferred to receivables when the rights become unconditional, at this time an invoice is issued. This usually occurs when the Authority issues an invoice to the customer.

5.2. Other liabilities

Current payables	2025	2024
	\$	\$
Contractual		
Trade payables	1,132,235	293,265
Accrued expenses	533,527	986,749
Total current payables	1,665,762	1,280,014

Payables consist of:

- **Contractual payables:** Classified as financial instruments and measured at amortised cost. Accounts payable represent liabilities for goods and services provided to the Authority prior to the end of the financial year that are unpaid.

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

5.3 Other non-financial assets	2025	2024
	\$	\$
Prepayments	309,505	253,788

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.

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 6. HOW WE FINANCED OUR OPERATIONS

INTRODUCTION

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. Note 7.1 provides additional, specific financial instrument disclosures.

6.1 Leases

6.1.1 Expense recognised for short-term leases

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

	2025	2024
	\$	\$
Expenses relating to short term leases	54,500	-
Total amount recognises as expense	54,500	-

North Central CMA has elected to account for short-term lease using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to this lease is recognised as an expense in profit or loss included in “other operating expenses” (see note 3.3) on a straight-line basis over the lease term.

6.2 Cash flow information and balances

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank. The North Central CMA bank account is held in the Central Banking System (CBS) under the *Standing Directions 2018*.

	2025	2024
	\$	\$
Cash disclosed in the balance sheet		
Cash at bank	15,700,349	15,751,679
Balance as per cash flow statement	15,700,349	15,751,679

Of the total cash balance, \$11.8M represents grant funds received for specific future program expenditure commitments and is not otherwise available for working capital purposes.

6.3 Commitments for expenditure

Commitments for future expenditure include operating and external program 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.

6.3.1 Total commitments payable

The Authority has 1 short-term lease, and no other contracted commitments as at 30 June 2025 (2024: \$NIL).

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 7. RISKS, CONTINGENCIES AND VALUATION JUDGEMENTS

Introduction

It is often necessary for the Authority to make judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument specific information, as well as those items that are contingent in nature or require a higher level of judgement to be applied, which for the Authority relate mainly to fair value determination.

7.1 Financial instruments specific disclosures

Introduction

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Statutory receivables and payables (FBT, GST etc) are not considered financial instruments.

Categories of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised costs if both of the following criteria are met and the assets are not designated as fair value through net result:

- the assets are held by the Authority to collect the contractual cash flows, and
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interests.

These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

The Authority recognises the following assets in this category:

- cash and deposits; and
- receivables (excluding statutory receivables).

Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when:

- the rights to receive cash flows from the asset have expired; or
- the Authority retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a 'pass through' arrangement; or
- the Authority has transferred its rights to receive cash flows from the asset and either:
 - has transferred substantially all the risks and rewards of the asset; or
 - has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

Where the Authority has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the Authority's continuing involvement in the asset.

Categories of financial liabilities

Financial liabilities at amortised cost

Financial liabilities measured at amortised costs are initially recognised on the date they are originated. They are initially measured at fair value less any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the interest-bearing liability, using the effective interest rate method. The Authority recognises the following liability in this category:

- payables (excluding statutory payables)

Derecognition of financial liabilities

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

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 7. RISKS, CONTINGENCIES AND VALUATION JUDGEMENTS (CONTINUED)

7.1 Financial instruments specific disclosures (continued)

7.1.1 Financial instruments – Net gain/(loss) on financial instruments by category

	Contractual financial assets at amortised cost \$	Contractual financial liabilities at amortised cost \$	Total \$
2025			
Contractual financial assets			
Cash and deposits equivalents	15,714,924	-	15,714,924
Contractual receivables (i)	307,692	-	307,692
Total contractual financial assets	16,022,616	-	16,022,616
Contractual financial liabilities			
Contractual payables (i)	-	1,665,762	1,665,762
Total contractual financial liabilities	-	1,665,762	1,665,762

	Contractual financial assets at amortised cost \$	Contractual financial liabilities at amortised cost \$	Total \$
2024			
Contractual financial assets			
Cash and deposits equivalents	15,751,679	-	15,751,679
Contractual receivables (i)	205,477	-	205,477
Total contractual financial assets	15,957,156	-	15,957,156
Contractual financial liabilities			
Contractual payables (i)	-	1,280,014	1,280,014
Total contractual financial liabilities	-	1,280,014	1,280,014

(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.

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 2025, the Authority has no known contingent assets or liabilities.

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 7. RISKS, CONTINGENCIES AND VALUATION JUDGEMENTS (CONTINUED)

7.3 Fair value determination

This section sets out information on how the Authority determines fair value for financial reporting purposes. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

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

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.

The Valuer General Victoria (VGV) is the Authority's independent valuation agency. In conjunction with VGV, the Authority monitors changes in the fair value of each asset and liability through relevant data sources to determine whether revaluation is required.

For those assets and liabilities for which fair values are determined, the following disclosures are provided:

- valuation techniques
- details of significant assumptions used in the fair value determination.

7.3.1 Fair value determination: Non-financial physical assets

Valuation techniques and significant assumptions of non-financial physical assets measured at fair value

Description of significant unobservable inputs to Level 3 valuation at 30 June 2025 and 30 June 2024.

	Valuation technique	Significant unobservable inputs
Non-specialised buildings	Market Value	5 yearly valuation with Valuer Generals indexation Useful life of non-specialised buildings
Plant and equipment	Current Replacement cost	Cost per unit Useful life of plant and equipment
Office furniture 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

The fair value of the financial assets and liabilities is included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

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 added improvement value, and are classified as Level 2 fair value measurements.

In compliance with FRD 103, the Authority's land were independently assessed at fair value as at 18 May 2021 for the financial year ending 30 June 2021 by the Valuer-General Victoria. Land was reassessed at 30 June 2025 in line with the Valuer General's land indexation and it was determined no change in fair value is required.

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 7. RISKS, CONTINGENCIES AND VALUATION JUDGEMENTS (CONTINUED)

7.3 Fair value determination (continued)

7.3.1 Reconciliation of Level 3 fair value (continued)

Non-specialised buildings

For the Authority's non-specialised buildings, market value is used, adjusting for the associated depreciations. As depreciation adjustments are considered as significant, unobservable inputs in nature, non-specialised buildings are classified as Level 3 fair value measurements.

In compliance with FRD 103, the Authority's buildings were independently assessed at fair value as at 18 May 2021 for the financial year ending 30 June 2021 by the Valuer-General Victoria.

Management has undertaken a fair value assessment of the Huntly Office Building as at 30 June 2025, consistent with the requirements of FRD 103. This assessment incorporates the capital works in progress associated with the ongoing refurbishment, as well as historical valuation guidance. In forming this assessment, management exercised significant judgement in determining the fair value, drawing upon historical valuation reports prepared by the Valuer-General Victoria (VGV), adjusted for current market conditions and the scope of completed works. The value of capital works undertaken to date, which remain incomplete as at 30 June 2025, has been considered consistent with the building's intended condition upon completion. The fair value outcome reflects both the current state of the building and the expected benefit of refurbishment works scheduled for completion in November 2025.

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 current 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 current replacement cost will be materially different from the existing carrying value. Plant and equipment are classified as Level 3 fair value measurements.

Office furniture and equipment

Office furniture and equipment is held at fair value. When office furniture 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 existing carrying value. Office furniture and equipment are classified as Level 3 fair value measurements.

Vehicles

Vehicles are held at fair value. When vehicles are 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 existing carrying value. Market value and remaining in-use life of vehicles is assessed to determine rate of depreciation to apply such that the carrying value reflects fair value. Motor vehicles are classified as Level 3 fair value measurements.

Assets, excluding the Huntly office, had no changes in valuation techniques throughout the period to 30 June 2025.

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 8. OTHER DISCLOSURES

INTRODUCTION

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

8.1 Ex gratia expenses

Ex gratia expenses are the voluntary payments of money or other non-monetary benefit (e.g. a write-off) that is not made either to acquire goods, services or other benefits for the entity to meet a legal liability, or to settle or resolve a possible legal liability of or claim against the entity.

The Authority had no ex gratia expenses for the year ending 30 June 2025 (2024: \$NIL).

8.2 Other economic flows included in net result

Reflects changes in value of assets/liabilities resulting from transactions where carrying value differed from realised value.

	2025	2024
	\$	\$
Net gain on disposal of non-financial assets		
Net gain/(loss) on disposal of property plant and equipment	67,799	57,217
Less written down value	(21,478)	(21,766)
Total net gain/(loss) on disposal of non-financial assets	46,321	35,451

8.3 Reserves

	2025	2024
	\$	\$
Physical asset revaluation surplus:(i)		
Balance at beginning of year	1,804,015	1,627,519
Revaluation during the year	-	176,496
Balance at end of year	1,804,015	1,804,015

Note:

(i) The physical assets revaluation surplus arises on the revaluation of land and buildings assets

**North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025**

NOTE 8. OTHER DISCLOSURES (CONTINUED)

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.

Names

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

		From	To
The Hon. Harriet Shing, MP	Minister for Water	1-Jul-24	18-Dec-24
The Hon. Gayle Tierney	Minister for Water	19-Dec-24	30-Jun-25
The Hon. Steve Dimopoulos, MP	Minister for Environment	1-Jul-24	30-Jun-25
Euan Ferguson	Board Chair	1-Jul-24	13-Feb-25
Euan Ferguson	Board Member	14-Feb-25	9-Apr-25
Sally Dene Mitchell	Board Member	1-Jul-24	13-Feb-25
Sally Dene Mitchell	Acting Board Chair	14-Feb-25	30-Jun-25
Mary Bignell	Board Member	1-Jul-24	30-Jun-25
Janet Boynton	Board Member	1-Jul-24	5-Sep-24
Clinton Tilley	Board Member	1-Jul-24	8-Feb-25
Olivia Lawson	Board Member	1-Jul-24	30-Jun-25
Latarnie McDonald	Board Member	1-Jul-24	4-Apr-25
David Weaver	Board Member	1-Jul-24	30-Jun-25
Brad Drust	Chief Executive Officer	1-Jul-24	30-Jun-25

Remuneration

Remuneration received or receivable by the Accountable Officer (CEO) in connection with the management of the Authority during the reporting period was in the range: \$310,000–319 000 (2024: \$310,000–319 000).

8.5 Remuneration of executive officers

Other than the Chief Executive Officer (CEO), to whom the Victorian Government's Public entity Executive Remuneration (PEER) Policy applies, North Central CMA did not have any other executive officers. The CEO is an accountable officer and therefore remuneration is disclosed under Note 8.4 Responsible persons.

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 8. OTHER DISCLOSURES (CONTINUED)

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 and personal business interests (controlled entities, joint ventures and entities they have significant influence over);
- all departments and public sector entities that are controlled are consolidated into the whole of state consolidated financial statements.

All related transactions have been entered into on an arm's length basis.

Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Authority, directly or indirectly. Key management personnel (as defined in AASB 124 *Related Party Disclosures*) includes the Portfolio Minister, all Board Members, the Chief Executive Officer and the Executive Management group who have the authority and responsibility for planning, directing and controlling the activities of the Authority directly or indirectly, during the financial year.

Remuneration of key management personnel

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

	2025	2024
	\$	\$
Compensation of KMPs		
Total	1,128,396	1,190,466

Significant transactions with government-related entities

North Central CMA is a wholly owned and controlled entity of the state of Victoria.

During the year, the Authority received significant funding from the following government-related entities for natural resource and environmental works in the form of grants and contracts for delivered services. There are no unsettled balances.

		2025	2024
		\$	\$
Entity	Nature of Transactions	Funding received	Funding received
Department of Energy, Environment and Climate Action	Service Level Agreements	12,400,931	13,150,343
Lower Murray Water	Service Level Agreements	459,129	161,421
Coliban Water	Service Level Agreements	364,000	481,065
Central Highlands Regional Water Corporation	Service Level Agreements	300,000	-
Goulburn Borken Catchment Management Authority	Service Level Agreements	100,256	73,075
Total		13,624,316	13,865,904

During the year, the Authority made significant payments to government-related entity for specialist information and advice services. The Department of Energy, Environment and Climate Action has an unsettled amount owed of \$10,000.

		2025	2024
		\$	\$
Entity	Nature of Transactions	Payments made	Payments made
Department of Energy, Environment and Climate Action	Service Level Agreements	789,546	737,685
Parks Victoria	Service Level Agreements	-	374,819
Goulburn Murray Water	Service Level Agreements	81,944	1,529,994
		871,490	2,642,498

North Central Catchment Management Authority
Notes to the Financial Statements
For the year ended 30 June 2025

NOTE 8. OTHER DISCLOSURES (CONTINUED)

8.6 Related parties (continued)

Transactions with key management personnel and other related parties

Given the breadth and depth of Authority's activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public e.g. stamp duty and other government fees and charges. Further employment of processes within the Victorian public sector occur on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

A private company of which the brother of Timothy Shanahan (Executive Manger of North Central CMA), is a principal (RM Consulting Group) was awarded various contracts totalling \$179,585 under the Authorities procurement process. Transactions involved included Traditional Owners cultural values surveys, monitoring and pest management control .

All of these transactions were entered into on commercial terms, at 'arm's length', following a standard procurement process in which the related party did not participate.

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.

No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

8.7 Remuneration of auditors

	2025	2024
	\$	\$
Victorian Auditor-General Office (VAGO) for audit of financial statements	24,700	23,500
Internal audit costs	43,019	38,560
Total remuneration of auditors	67,719	62,060

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.

APPENDICES

Appendix 1: Disclosure Index

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

Legislation	Requirement	Page No.
Standing Directions and Financial Reporting Directions		
Report of operations		
Charter and purpose		
FRD 22	Manner of establishment and the relevant Ministers	5
FRD 22	Purpose, functions, powers and duties	7
FRD 22	Key initiatives and projects	28
FRD 22	Nature and range of services provided	5
Management and structure		
FRD 8	Performance against output performance measures	8
CALP 19B	Annual Catchment Condition and Management Report	20
FRD 22	Organisational structure	50
Financial and other information		
FRD 10	Disclosure index	104
FRD 12	Disclosure of major contracts	68
FRD 15	Executive Disclosures	62
FRD 22	Employment and conduct principles	58
FRD 22	Occupational health and safety policy	56
FRD 22	Summary of the financial results for the year	49
FRD 22	5-year financial summary	48
FRD 22	Significant changes in financial position during the year	49
FRD 22	Major changes or factors affecting performance	49
FRD 22	Subsequent events	49
FRD 22	Application and operation of <i>Freedom of Information Act 1982</i>	68
FRD 22	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	69
FRD 22	Statement on National Competition Policy	69
FRD 22	Application and operation of the <i>Public Interest Disclosures Act 2012</i>	70
FRD 22	Details of consultancies over \$10 000	67
FRD 22	Details of consultancies under \$10 000	67
FRD 22	Review and study expenditure	67
FRD 22	Disclosure of government advertising expenditure	67
FRD 22	Disclosure of ICT expenditure	67
FRD 22	Disclosure of Emergency Procurement	72

Legislation	Requirement	Page No.
Standing Directions and Financial Reporting Directions (continued)		
Financial and other information		
FRD 22	Disclosure of social procurement activities under the Social Procurement Framework	65
FRD 22	Disclosure of Procurement Complaints	72
FRD 22	Statement of availability of other information	75
FRD 24	Reporting of environmental data	73
FRD 25	Local Jobs First	65
FRD 29	Workforce data disclosures	59
Compliance attestation and declaration		
SD 5.1.4	Attestation for compliance with Financial Management Compliance	75
SD 5.2.3	Responsible Body Declaration in report of operations	2
Financial Statements		
Declaration		
SD 5.2.2	Declaration in financial statements	77
Other requirements under Standing Directions 5.2		
SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pronouncements	84
SD 5.2.1(a)	Compliance with Standing Directions	84
SD 5.2.1(a)	Compliance with Model Financial Report	84
Other disclosures as required FRDs in notes to the financial statements^{1 2}		
FRD 9	Department Disclosure of Administered Assets and Liabilities by Activity	90 & 93
FRD 11	Disclosure of Ex gratia Expenses	100
FRD 13	Disclosure of Parliamentary Appropriations	85
FRD 21	Disclosures of Responsible Person, Executive Officers and other Personnel (Contractors with Significant Management Responsibilities) in the Financial Report	101
FRD 103	Non-Financial Physical Assets	100
FRD 110	Cash Flow Statements	82
FRD 112	Defined Benefit Superannuation Obligations	87
FRD 114	Financial Instruments - general government entities and public non-financial corporations	96
Legislation		
	<i>Freedom of Information Act 1982</i>	68
	<i>Building Act 1993</i>	69
	<i>Public Interest Disclosures Act 2012</i>	70
	<i>Disability Act 2006</i>	59
	<i>Local Jobs First Act 2003</i>	65
	<i>CALP Act 1989</i>	65
	<i>Financial Management Act 1942</i>	73

¹References to FRDS have been removed from the Disclosure Index if the specific FRDs do not contain requirements that are in the nature of disclosure.

²Refer to the Model financial statements section (Part two) for further details.

Appendix 2: 2024-25 Grants and Transfer Payments

Organisation name	Project Title	Project Summary	Total Allocated
Barkers Creek Landcare and Wildlife Group Inc	Dug Up, Cut Down and Dumped On: A 35ha Bushland Reserve Ecological Restoration Project	Project aims to restore the ecology of the (Harcourt) Bushland Reserve, Barkers Creek, the starting point for all the Castlemaine Gold diggings to a vigorous example of Native Bushland for the area.	\$19,275.00
Malmsbury District Landcare Group	A Turn in the Right Direction - Giving a Waste Site a New Future	Focus on the revegetation of a Council managed roadside-drainage-soil dump site and builds on the long partnership between Malmsbury Landcare and Macedon Ranges Shire Council.	\$10,500.00
Friends of Kangaroo Creek Wheatsheaf (auspiced By Wombat Forestcare)	Blackberry control, community engagement, and ecological monitoring along Kangaroo Creek Wheatsheaf	Project will eradicate 6 ha of blackberry along a 500 m stretch of the Kangaroo Creek on public and adjoining private land. It will also generate knowledge bases, relationships and strategies to expand and sustain the ecological gains along the entire 100m wide public/private riparian corridor which extends for 2.5 kilometres. This project builds on results of a previous project where over 40 landholders were engaged in 2023 and 2024.	\$20,000.00
Mount Korong Eco-Watch	Applying the knowledge of local communities to inform the safe and effective applications of fire.	This project addresses the need for timely co-ordination and implementation of local stakeholder knowledge, experiences and observations about local eco-system responses to fire. The primary goal is to establish a community of local knowledge-holders from diverse sectors to lay the basis for an ongoing process that brings together key on-ground contributors to guide the application of fire in the landscape in a safe and effective manner.	\$14,750.00
Connecting Country	Seeding Our Future	Project aims to connect Traditional Owners, and Landcare in providing learning opportunities to support the common goal of healing country. Through the sharing of knowledge, the project aims to build skills in seed collection and propagation of local and rare indigenous flora, working towards the establishment of local seed orchards.	\$12,500.00
Threatened Species Conservancy	Black Gum Waterways Program - Stage 2	Black Gum, <i>Eucalyptus aggregata</i> (listed as Vulnerable under the EPBC Act) is a threatened tree that grows in NSW and Victoria. In Victoria, no intact habitat remains, and all populations are small, isolated and restricted to the township of Woodend. Most populations are Funding will support the removal of hardier species such as gorse and hawthorn which are not possible to remove by hand. Revegetation efforts will be conducted in weeded areas to increase the resilience and health of Black Gum habitat and populations across the Woodend region.	\$14,250.00
Winjallok Landcare Group	Winjallok Upper Sandy Creek waterway protection	Assist the regeneration of eroded areas leading downwards from Stricta Hill including erosion control and revegetation activities at two sites, as well as conducting a community day to display and record earlier works through archival photographs.	\$16,720.00
Post Office Hill Action Group	Gorse Gone = Phascogale Friendly Habitat	Building from previous grants, concentrating on the eradication of gorse in an attempt to preserve the cultural, environmental and historical heritage of the area, focus on revegetation and the installation of nesting boxes plantings and install nesting boxes. to create a wildlife haven.	\$20,000.00
Golden Point Landcare Inc	Showcasing Forest Creek in a recovering landscape	Address the rapid regrowth of blackberry along Forest Creek from Expedition Pass Reservoir through to the Monster Meeting site in Chewton,	\$4,600.00
Axe Creek Landcare Group	Biodiversity Bounceback 2024-25	This project will build on works from previous years through supplementary revegetation and weed management including gorse, spiny rush, St John's Wort and blackberry at various sites in the Axe Creek Catchment as well establishing new biodiversity corridors through revegetation and management of stock by erecting exclusion fencing.	\$19,800.00

Organisation name	Project Title	Project Summary	Total Allocated
Ashbourne Landcare Group	Biolinks -Seed to Trees	Aims to address the issue of fragmented habitats and limited biodiversity connectivity within our catchment area, in line with the overarching goal of the Ashbourne Landcare Group to improve biolinks. Building on the success of our previous 'Seed to Trees' project, which secured funding for a greenhouse to propagate seedlings from locally collected endemic seeds.	\$7,649.00
Kerang Landcare	Kerang Reedy Lakes Wetland Project	Revitalise Middle Reedy Rookery Park entrance and public amenities through native vegetation replanting and restoration efforts and the installation of modern interpretive signage, guiding visitors through the park's significance as a crucial migratory pathway for diverse bird species, with a focus on the Australian white ibis and other water birds.	\$11,990.00
Lalbert Landcare Group	Protecting Buloke Woodlands in the Lalbert Landcare Area 2024-25	Protect the nationally significant Buloke (<i>Allocasuarina luehmannii</i>) Woodlands, natural grasslands and other indigenous remnants by reducing populations of rabbits within the Lalbert Landcare group area. Controlling rabbit populations will protect threatened species from grazing and allow the regeneration of seedlings.	\$20,000.00
Ironbark Gully Friends Landcare Group	Community Tree Day 2025 - Prouses Road Recreational Reserve	Ironbark Gully Friends Land Care Group in partnership with Djandak to host a Community Tree Day event. The partnership with Djandak will allow for a culturally appropriate site to be designed and allow Djaara and local communities to heal Country together.	\$18,208.00
Northern United Forestry Group	Happy hollows	Adopt arboriculture techniques and specialised tool to instantly create hollows safely in existing trees, without affecting their health. Hollows that can take 100 years to form are immediately available to wildlife which rely on tree hollows for nesting, roosting, breeding and shelter.	\$6,614.00
Buloke and Northern Grampians Landcare Network	Preparing the Way for Windharp Horizons	Project aims to lay the foundations for the ongoing Windharp Horizons Program, part of Landcare Victoria's New Futures.	\$20,000.00
Friends of Blue Gum Rise	Harnessing Environmental Stewardship through Education	Project expands on previous work to develop and deliver community education program for threatened species awareness. This is aimed at a range of demographics within the community - starting with primary schools in the local area, through secondary school biodiversity weeks, and adult citizen science activities.	\$12,030.00
Junortoun Community Action Group Inc.	Weed Management Survey, Strategy and Plan for Honeyeater Bushland Reserve Junortoun	Develop a weed management plan for Honeyeater Bushland Reserve in Junortoun.	\$9,143.00
Northern Plains CMN	"Managed for Conservation" & "No Shooting Signs" for Northern Plains Grasslands	To produce and install "Managed for Conservation" signs at freehold properties recorded as having Nationally Threatened Species within the Grassland Community, as designated under the <i>Environment Protection and Biodiversity Conservation Act 1998</i> .	\$5,314.00
Sustainable Living in the Mallee	Swan Hill Riverfront Enhancement Project	Develop a medium-term plan for protection and enhancement of ecological, cultural and recreational values of the townships river frontages by bringing together a project steering committee including all stakeholders. Traditional Owners, Recreational Fishers, SLIM, Landcare, North Central CMA and Council.	\$16,850.00
Campaspe River and Land Management group	Connect Kyneton community to the Campaspe River	Weed control, revegetation, community engagement focus.	\$14,420.00

Organisation Name	Project Summary	Total Allocated
Woosang Landcare Group	Support Grant	\$500
Friends of Riley Street Natural Reserve Landcare Group	Support Grant	\$500
North Harcourt and Sedgwick Landcare	Support Grant	\$500
Woodend Landcare	Support Grant	\$500
Clunes Landcare and Waterways Group	Support Grant	\$500
Muckleford Catchment Landcare Group	Support Grant	\$500
Friends of Campbells Creek	Support Grant	\$500
Friends of Blackhill Inc.	Support Grant	\$500
Wattle Flat Pootilla Landcare Group	Support Grant	\$500
Maldon Urban Landcare Inc.	Support Grant	\$500
Land Covenantors Victoria	Support Grant	\$500
Wellsford Forest Friends & Landcare Group	Support Grant	\$500
Mologa and District Landcare Group Incorporated	Support Grant	\$500
St Arnaud Field Naturalist Club Inc.	Support Grant	\$500
Australian Plants Society (APS) Bendigo	Support Grant	\$500
LVI-MT BOLTON/BECKWORTH LANDCARE GROUP	Support Grant	\$500
Tarrangower Cactus Control Group Inc.	Support Grant	\$500
Lake Boga and District Landcare Group	Support Grant	\$500
Castlemaine Landcare Group Inc.	Support Grant	\$500
Quambatook Landcare Group	Support Grant	\$500
Gunbower Landcare Inc.	Support Grant	\$500
McKenzie Hill Action and Landcare Group	Support Grant	\$500
Longlea and District Landcare Group	Support Grant	\$500
Moolort Landcare Group	Support Grant	\$500
Avon Plains Banyena Landcare Group	Support Grant	\$500
Strathallan Family Landcare	Support Grant	\$500
Seeding Victoria Inc.	Support Grant	\$500
FOSSALS INC.	Support Grant	\$500
Normanville Farm Advancement Group	Support Grant	\$500
Chewton Bushlands Association	Support Grant	\$500
Donald and District Landcare Group	Support Grant	\$500
Lockington & District family Landcare group	Support Grant	\$500
Bald Hills-Creswick Landcare Group Inc.	Support Grant	\$500
Echuca Moama Landcare Group	Support Grant	\$500
Myall Land Management Group	Support Grant	\$500

Organisation Name	Project Summary	Total Allocated
Lake Charm Landcare Group	Support Grant	\$500
Wedderburn Conservation Management Network	Support Grant	\$500
Campaspe Valley Landcare Group Inc.	Support Grant	\$500
Friends of Mt Wycheproof - auspiced by Wyche Alive Inc. in Buloke Shire	Support Grant	\$500
Friends of Bald Hill Reserve	Support Grant	\$500
Ullina Landcare Group	Support Grant	\$500
Friends of the Whipstick	Support Grant	\$500
Pipers Creek Landcare	Support Grant	\$500
Natte Yallock Landcare Group	Support Grant	\$500
Baringhup Landcare Group	Support Grant	\$500
Wycheproof and District Landcare Group	Support Grant	\$500
Kara Kara Regen Ag Group	Support Grant	\$500
Friends of Crusoe Reservoir Number 7 Park	Support Grant	\$500
Amphitheatre Landcare Group	Support Grant	\$500
Newstead Landcare Group	Support Grant	\$500
Upper Loddon and Avoca Landcare Network	Support Grant	\$500
Tylden Landcare Group Inc	Support Grant	\$500



Appendix 3: North Central Catchment Condition Report

3.3 Regional catchment management reporting by theme

3.3.1 Water Theme

Overall management rating: Satisfactory

The overall management rating for water is satisfactory with delivery of waterway management works as expected. Rainfall and river flows were near long-term average. Some indicators were lower than previous years although this was expected due to project establishment and funding profile, indicators are expected to be higher in coming years.

Water for the environment and waterway protection works such as the Native Fish Recovery project, Ramsar protection projects and integrated catchment projects in the upper catchment continue to support improved river health.

Water indicators used in the assessment:
(*indicators in italics are optional*)

Indicator	Management rating	Comment
Extent of protected or improved riparian land (ha)	Below expectations	Reduced area due to project establishment and funding profile with indicator expected to increase in coming years.
<i>Water Storage - trough (no.)</i>	Below expectations	Water Storage structure delivery is low. 2024-25: 1 Water Storage Structures built 2023-24: 8 Water Storage structures built
<i>Waterway Structure (no.)</i>	Satisfactory	Waterway structure delivery as expected. 2024-25: 25 Waterway Structures built 2023-24: 23 Waterway Structures built
<i>Vegetation (ha)</i>	Below expectations	2024-25: 67 (ha) of Vegetation works 2023-24: 306 (ha) of Vegetation works
<i>Weed Control (ha)*</i>	Satisfactory	A satisfactory level if waterway, riparian and public and private land weed control was achieved in 24/25. 2024-25: 773 (ha) of Weed control works 2023-24: 1,333 (ha) of Weed control works
<i>Management Agreement (no.)</i>	Satisfactory	Management agreement with landholders declined in 24/25 compared to the previous years. This was largely due to project establishment and funding profile and is expected to increase in coming years. 2024-25: 5 Management agreements established 2023-24: 15 Management agreements established
<i>Environmental flow compliance</i>	Above Expectations	Relativity high Water allocations have allowed a significant volume of water to be delivered to Waterways in region. 2024-25: <ul style="list-style-type: none"> • 59 deliveries for a total of 74 GL • Systems managed: <ul style="list-style-type: none"> • 2 major rivers, • 6 minor rivers/creeks, • 5 major wetland and • 1 minor wetlands system managed.
<i>Water Act permits (no.)</i>	Satisfactory	2024-25: 55 Water Act Permits distributed
<i>Statutory advice (no.)</i>	Satisfactory	2024-25: <ul style="list-style-type: none"> • 642 Referrals outputs • 682 Advice outputs • 2660 FloodEye outputs

Sources: NCCMA Reporting and Monitoring Dashboard (mapped outputs)

Extent of protected or improved riparian land

The indicator reflects efforts to protect or improve the condition of riparian lands, including fencing, weed control, and revegetation and pest control (e.g. rabbits).

Comment: Efforts to improve and protect riparian land in the North Central catchment include fencing, management agreements, vegetation projects, and targeted weed control.

Extent of protected/improved riparian land (ha) in 24/25 Financial Year	
Earthworks	n/a
Fence	8 (km)
Grazing	40 (ha)
Management agreement	5 (number)
Pest animal control	4,661 (ha)
Vegetation	67 (ha)
Water storage	1 (number)
Weed control	773 (ha)
Total protected/improved riparian land:	7,170 hectares

Data analysed in Table above incorporates works within a 200m buffer of waterways and also includes some works from Partners Organisations.

3.3.2 Land Theme

Overall management rating: Satisfactory

The overall management rating for land is Satisfactory. Work to support farmers in improving soil health is continuing and building momentum in good management and sustainable agricultural practices. In response to another near average rainfall year the data shows reasonable soil moisture and below average exposed soils, with dryland farmers

generally having average to above average yields. Implementation of the Land and Water Management Plan continues, and the Australian Government funded Climate Smart Farms program will ramp up in coming year.

Land indicators used in the assessment:
(*indicators in italics are optional*)

Indicator	Management rating	Comment
Area of improved Agricultural Practices (ha)	Satisfactory	2024-25: 340 ha of New Irrigation Development referral approved.
<i>Number of Agricultural Assessments</i>	Satisfactory	2024-25: 5 Whole Farm Plan surveys over 533 ha completed. 1,384 ha assessed against the New Irrigation Development guidelines
<i>Number of Property Plans</i>	Satisfactory	2024-25: 5 Whole Farm Plan designs over 508ha completed.

Sources: NCCMA Reporting and Monitoring Dashboard (mapped outputs)

3.3.3 Biodiversity Theme

Overall management rating: Satisfactory

The overall management rating for biodiversity is Satisfactory. We continue to protect and restore biodiversity, through targeted pest herbivore and predator control, managing weeds, and revegetation activities. However, further restoration work is needed to strengthen outcomes. Targeted initiatives for threatened species, like the successful Plains for Wanderer project are contributing to improved biodiversity. The commencement of revegetation under the Grow Towards Zero Pilot Trial is also helping to restore sites.

While the scale of this pilot is currently small, it holds promising potential for expanded revegetation in future phases. Below-average rainfall in early 2025 has hindered revegetation efforts. Some planned plantings have been postponed until after winter to improve their survival chances. The dry conditions have also hindered the natural regeneration of native vegetation, further challenging restoration outcomes.

Biodiversity indicators used in the assessment: *(indicators in italics are optional)*

Indicator	Management rating	Comment
Vegetation (ha)	Satisfactory	2024-25: 800 (ha) of revegetation 2023-24: 663 (ha) of revegetation
<i>Pest herbivore and predator control (ha)</i>	Above expectations	Significant works have occurred across the region although ongoing management is required to maintain outcomes. 2024-25: 18,339 (ha) of pest herbivore/predator control 2023-24: 23,691 (ha) of pest herbivore/predator control
<i>Weed control (ha)</i>	Satisfactory	2024-25: 1,243 (ha) of Weed control works 2023-24: 2,127 (ha) of Weed control works
<i>Additional area of permanent protection through CMA programs (ha)</i>		NA

Sources: NCCMA Reporting and Monitoring Dashboard (mapped outputs)



3.3.4 Community Theme

Overall management rating: Satisfactory

The overall management rating for community is satisfactory. Significant engagement with the North Central community was undertaken in 2024-25. NRM Partners within the region including the North Central CMA continue to work with Traditional Owners to support cultural aspirations including applying self-determination principles.

Landcare grants continue to support Landcare networks and groups to implement priority NRM works in the region.

Community indicators used in the assessment: *(indicators in italics are optional)*

Indicator	Management rating	Comment
Number of partnership agreements with Traditional Owners / First Nations	Satisfactory	2024-25: 7 - 2 formal and 5 informal agreements 2023-24: 5 TO partnerships/agreements
<i>Number of participants in engagement events</i>	Satisfactory	Significant number of community members engaged over the 2024-25 year. 2024-25: 6,293 total participants 2023-24: 7,335 total participants
<i>Number of volunteers in CMA programs</i>	Satisfactory	2024-25: 53 WaterWatch volunteers 2023-24: 65 WaterWatch volunteers
<i>Total quantum of grants awarded</i>	Satisfactory	A total of \$320,613 through the Victorian Landcare Grants Program distributed through grants in the 2024-25 financial year.

Sources: NCCMA Reporting and Monitoring Dashboard (mapped outputs)

3.3.5 Integrated Catchment Management Theme

Overall management rating: Satisfactory

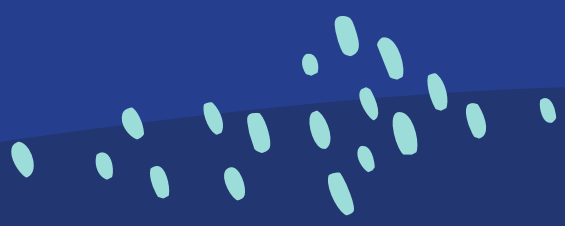
The overall management rating for Integrated Catchment Management is satisfactory. The CMA continues to lead integrated catchment management activities across the region through partnerships with Traditional Owners, communities, and partners. This is strengthened by the Catchment Partners Forum, Regional Roundtables, project and program committees and by establishing and maintaining formal partnerships.

Examples include the Victorian Murray Floodplain Restoration Project, Reporting and Accounting for Salinity, Healthy Coliban Catchment project, Tullaroop Catchment Restoration project and the co-designed Upper Avoca Healthy Catchment Plan 'Dhelkunyangu Upper Avoca' with Dja Dja Wurrung.



Integrated catchment Management indicators used in the assessment: *(indicators in italics are optional)*

Indicator	Management rating	Comment
Number of partnerships	Satisfactory	2023-24: 46 partnerships 2024-25: 46 partnerships.

Sources: NCCMA Reporting and Monitoring Dashboard (mapped outputs)



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