ANNUAL REPORT 2025-26



NORTH EAST CATCHMENT MANAGEMENT AUTHORITY

Traditional Owner/First Nations Acknowledgment

The North East Catchment Management Authority (North East CMA) acknowledges and respects Traditional Owner/First Nations People and Aboriginal Victorians.

We recognise the diversity of the cultures and the intrinsic connections they have with Victoria's lands and waters.

We value our partnerships with Traditional Owner/First Nations communities and organisations for the health of people and country.

North East CMA pays our respects to Elders past and present and we acknowledge and recognise the primacy of Traditional Owner/First Nations' obligations, rights and responsibilities to use and care for their traditional lands and waters.

Warning

Aboriginal and Torres Strait Islander people are advised that this publication may contain images or names of deceased people.

About this report

This report provides information on North East CMA operational highlights, performance and finances for 2025-26. It also reports against agreed state-wide indicators and trends for catchment health: Waterways, Biodiversity, Land and Community.

This report was prepared in accordance with all relevant Victorian legislation, including the requirement under the *Catchment and Land Protection Act 1994* (Vic) for North East CMA to submit 'a report on the condition and management of land and water resources in its region and the carrying out of its functions'.

Front Cover Photo Credits:

North East CMA staff member Sam Hagen at Cresta Valley, Mt Buffalo, undertaking vegetation transects as part of the Natural Heritage Trust Victorian cross-regional maintaining and improving the ecological resilience of Alpine Peatlands Project.
Image Credit: Jessica Houghton

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Message from the Chair

On behalf of the Board, I am pleased to present the North East Catchment Management Authority (North East CMA) Annual Report for the year ending 30 June 2026.

This report highlights our progress towards the outcomes and priorities outlined in the North East CMA Corporate Plan 2025-30 and reflects the dedication of our staff, our delivery partners, Traditional Owners, community groups, farmers and other landholders/managers and involved government agencies. I extend my sincere thanks to all who have contributed to improving our catchments and waterways during the year.

Governance and Leadership

During the year, we welcomed new Board members whose diverse skills and experience strengthened the Board's collective capability and localised connections. Their expertise enhanced our strategic oversight and supported informed decision-making across the complex environmental, community and organisational challenges facing our region.

Responding to Bushfire Recovery

The January 2026 bushfires had a significant impact on communities across the Upper Murray. North East CMA secured more than $1.7 million in initial recovery funding and has worked closely with landholders, Landcare groups, Traditional Owners, councils and other agencies to assess impacts and prioritise recovery actions.

We were pleased to support Upper Murray Landcare with temporary accommodation in our Tallangatta office, helping maintain a local recovery presence, and to help convene two recovery forums in Walwa, bringing together community members, service providers and agencies to share information, identify priorities and coordinate efforts.

Delivering Investment and Local Outcomes

North East CMA's work is built on strong partnerships and practical action on the ground. During 2025-26 we invested $109,000 in grants and incentives to landholders and $530,000 to community groups and partner organisations, supporting environmental outcomes and strengthening local businesses, jobs and regional economic activity.

Through our Climate Smart Agriculture, drought resilience and sustainable agriculture programs, we provided more than $579,000 in grants and incentives to support sustainable farming practices, biodiversity outcomes and farm productivity improvements.

Twelve community-led Climate Smart Agriculture projects were funded, alongside incentives supporting revegetation, farm dam enhancement, shelterbelts and improved water management.

Caring for Waterways and Catchments

Protecting and enhancing waterways remains a focus of our work. Across the region, North East CMA delivered projects that improved river health, protected biodiversity and strengthened resilience to future environmental and land-use pressures.

Major investments were made in waterway restoration, flood recovery and habitat improvement programs, including works along the Kiewa, Ovens, King and Mitta Mitta river systems. Recovery works from previous flood events continued, with 26 high-priority sites repaired across the catchment by the end of the year. Significant aquatic habitat improvements were also completed through partnerships with Traditional Owners, community groups and recreational fishing organisations.

Importantly, we continued development of the new North East Regional Waterway Strategy, engaging with communities, stakeholders and Traditional Owners, helping shape a shared vision for the future of our waterways.

The Board remains committed to delivery against our Corporate Plan, strengthening partnerships, supporting resilient communities and ensuring north-east Victoria continues to benefit from healthy landscapes, productive farms and thriving waterways.

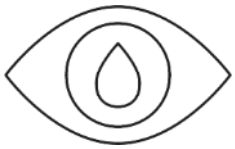
On behalf of the Board, I thank our Chief Executive Officer, staff and partners for their professionalism, commitment and achievements throughout the year.



Luke Wilson, PSM
Chairperson
North East Catchment Management Authority
21 September 2026

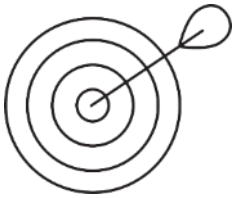


Introduction



Vision

Diverse, healthy and connected landscapes and communities.



Purpose

Working together for healthier landscapes in a changing environment.

We will achieve this by supporting the protection, transformation and adaptation of landscapes in north-east Victoria.

Values

North East CMA maintains the values defined in s. 7 of the *Public Administration Act 2004*. In addition to the Public Sector values, the CMA defines their top 5 values as:



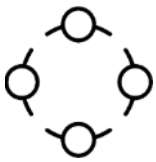
Collaboration

Helping each other and working as a team to achieve outcomes.



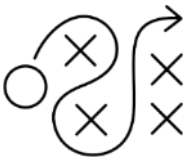
Respect

Being calm, considerate and valuing other perspectives.



Integrity

Being fair, honest and transparent when making and communicating decisions.



Flexibility

Being open to new solutions and approaches to get the best outcome.



Accountability

Owning your responsibilities and decisions and learning from mistakes.

North East Regional Catchment Strategy

The North East Regional Catchment Strategy (RCS) 2021-27 (https://northeast.rcs.vic.gov.au) provides a long-term vision and blueprint for investment into and management of natural resources for north-east Victoria.

Our Catchment

Victoria's north-east has abundant natural resources with alpine landscapes, agricultural valleys, forested hills and waterways. It has a rich and diverse Aboriginal history. The Traditional Owners of this region continue to hold a strong connection to Country.

The North East Catchment of Victoria spans approximately 1.9 million hectares (ha) and includes the Upper Murray, Kiewa and Ovens catchments. It is home to several key regional centres, with Wodonga and Wangaratta being the most prominent. This region is crucial as it contributes 38% of the total water in the Murray-Darling Basin System. It boasts 10,602 km of designated waterways and 49,000 ha of wetlands, highlighting its significant water resources.

More than 55% of north-east Victoria is public land with large areas of intact native vegetation. The region hosts 2,264 plant species, with 227 considered threatened. Significant vegetation includes alpine environments, paddock trees, floodplains, grassy woodlands, and old growth forests. The diverse landscapes provide habitat for 520 native animal species, with 102 listed as threatened, such as the mountain pygmy-possum *(Burramys parvus)* and regent honeyeater *(Anthochaera Phrygia)*. However, climate change, increases in extreme events such as catastrophic bushfires, and biodiversity loss threaten this natural heritage.

Areas within north-east Victoria (along with the Gippsland catchments) receive, on average, the highest levels of rainfall in Victoria, with peaks averaging 1.4 m of rainfall per year. Regional mountain ranges are characterised by steep slopes (up to 60 degrees) and elevations reaching 2,000 m. The steepness and height of slopes results in rapid runoff into the narrow valley floors, which are dominated by high-value agricultural land.

Historically, the Ovens River valley was one of the richest alluvial mining areas in Victoria. Significant impacts to river function and form from ground sluicing and dredging are still in evidence today. Managing the many laterally active, coarse-grained rivers in this region is further challenged by their dynamic nature and sensitivity to changes. Active channel erosion continues as a result of historical 'river improvements' including channel straightening, dredging and the replacement of native vegetation with introduced species. These rivers require space to move and are prone to channel changes during floods, making them a significant management issue.

Challenges posed by the characteristics of the region will be exacerbated by climate change, with models predicting a 20% decrease in surface flow, deep drainage, and groundwater recharge by 2030[1], with a more than 30% decrease by 2050. This reduction in water availability poses a major concern for both the region and the wider Murray-Darling Basin.

Management strategies to address these challenges must be carefully designed for these dynamic systems and embedded within larger-scale plans for improving river robustness and resilience. Establishing and managing native vegetation is a crucial aspect of increasing resilience and resistance.

1 The climate baseline period used is based on real weather observations from 1986 to 2005. Embedding Climate Change Adaptation in Agriculture (ECAiA), North East Victoria - Final Report, 2019.

Other key facts

Population
111,958 and growing[2]

Area
Approximately 1.9 million ha

Water supply
Contributes 38% of the total water in the Murray-Darling Basin System from the Upper Murray, Kiewa and Ovens catchments

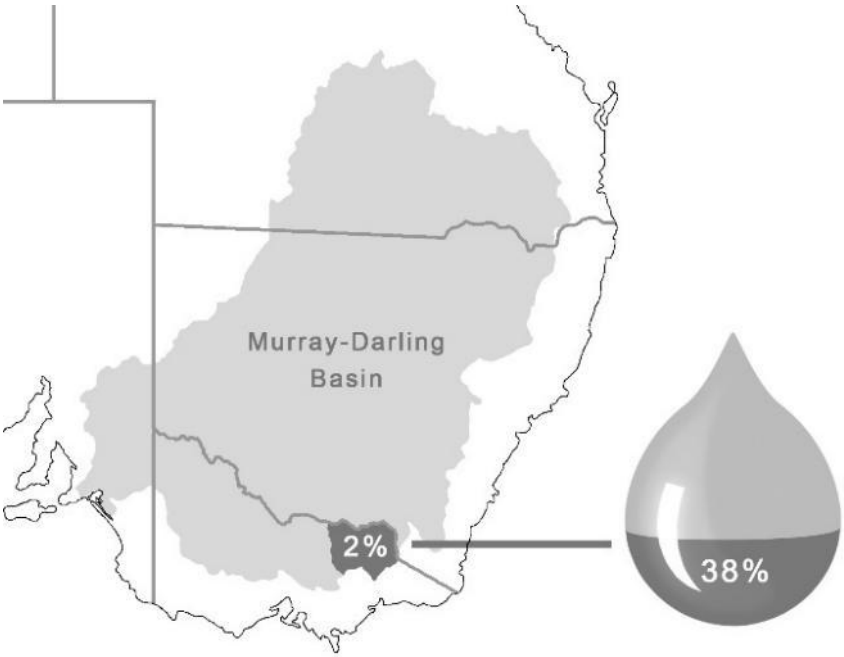
10,602 km of designated waterways

49,000 ha of wetlands

Regional visitation
4.75 million domestic daytrips, overnight, and international visitors to Victoria's High Country who spent $1.9 billion for the period 1 January 2024 to 31 December 2024[3]

Economy
Contributes an estimated $7.34 billion in Gross Regional Product. Key industries include agriculture (dairy, beef, wool, cropping and horticulture), forest industries, tourism and value-added processing industries, particularly around the region's 2 largest centres of Wangaratta and Wodonga.[4]

Figure 1 *38% of the water in the Murray-Darling Basin system comes from 2% of the Basin area.*



2 Based on 2025 Australian Bureau of Statistics Data.
3 Based on High Country visitation that includes three municipalities (Benalla, Mansfield, Murrundindi) that are outside of the North East CMA region. Source: Tourism North East.
4 Based on 2025 data from Remplan, idcommunity and NEMA.

Report of Operations

Responsible Body Declaration

In accordance with the *Financial Management Act 1994* (Vic), I am pleased to present North East Catchment Management Authority's Annual Report for the year ending 30 June 2026.



Luke Wilson, PSM
Chair
North East Catchment Management Authority

21 September 2026

Report profile

North East Catchment Management Authority is established under the *Catchment and Land Protection Act 1994* (Vic). The responsible Ministers:

- For the period from 1 July 2025 to 14 April 2026 were the Hon.Gayle Tierney MP, Minister for Water, and the Hon. Steve Dimopoulos MP, Minister for Environment
- For the period 15 April 2026 to 30 June 2026 were the Hon. Harriet Shing MP, Minister for Water and the Hon. Enver Erdogan MP, Minister for Environment.

This report of operations and associated financial statements has been prepared to meet statutory requirements and inform stakeholders of North East CMA's activities for the 2025-26 period.

Further information on North East CMA is available from the following sources:

- Regional Catchment Strategy 2021-27 (North East CMA, 2021), available at www.northeast.rcs.vic.gov.au
- Previous North East CMA Annual Reports
- Corporate Plan 2025-30 (North East CMA, 2025) and Corporate Plan 2026-31 (North East CMA, 2026)
- Natural Resources Management Plan 2021 (North East CMA, 2021)
- North East Waterway Strategy (North East CMA,
- North East Regional Floodplain Management Strategy 2018-2028 (North East CMA, 2018)
- North East Sustainable Irrigation Plan 2025-35 (North East CMA, 2025).

Unless otherwise stated, copies of these documents may be obtained from North East CMA, Level 1, 104 Hovell Street, Wodonga or from necma.vic.gov.au.

North East CMA's website, e-newsletter and social media pages, including Facebook, Instagram and LinkedIn, are additional resources for obtaining information on the various activities that help contribute to the CMA meeting objectives, current funding opportunities, and general environmental educational materials.

Section 1

A year in review

Key Achievements and Initiatives

This section outlines performance against the principles, strategic directions and outcomes specified in the North East CMA Corporate Plan 2025-30.

Vision	Diverse, healthy and connected landscapes and communities
Purpose	Working together for healthier landscapes in a changing environment We will achieve this by supporting the protection, transformation and adaptation of landscapes in north-east Victoria

Principles

- We are safe, effective and efficient in all that we do
- We plan and deliver on our outcomes through partnerships with a diverse range of communities and stakeholders
- We practise conscientious governance

				
Improved ecosystems	Productive, sustainable and adaptive land management	Healthy waterways	Communities and individuals contributing to catchment health	Reduce the impact and assist recovery from natural disasters

What we seek to achieve

To improve the condition and extent of habitat within north-east Victoria	To increase the adoption of sustainable and/or adaptive agriculture practices and decrease unsustainable land management	To maintain or improve the health of waterways	To involve communities in activities to improve catchment health and maintain healthy partnerships	To reduce threats to life, assets and environment

Strategic priorities (2025-30)

- Harnessing opportunities from new and emerging environmental markets
- Walking with Traditional Owners / First Nations People
- Advancing water priorities in north-east Victoria
- Telling our stories of collaboration

Principles

North East CMA has set 3 guiding principles that, along with our values, are used to guide how we do business.

Principle:

We are safe, effective and efficient in all that we do

5 Year Corporate Plan Outcomes and 2025-26 Achievements

A safe, inclusive, healthy and productive workplace culture.

All employees successfully completed the online Work Health and Safety (WHS) training, and all staff first aid qualifications have been kept up to date. 23 hazards were reported with an increase from last year due to introduction of a new workplace inspection procedure. 5 near misses were reported.

8 incidents were reported, including 4 personal harm that were due to external occupational violence or aggression incidents.

People Matter Survey Safety Climate Score was 90.3%, which is a 10% increase from last year.

An engaged and diverse workforce

People Matter Survey engagement index score was 83 out of 100. An improvement of 8 points from 2025 and 13 points above the public sector average for 2026.

Diversity results are reported to the Board annually.

The 2025-26 results indicate that North East CMA is making positive progress towards its five-year workforce outcomes, with improvements in safety culture, employee engagement, workforce capability and diversity supporting a safe, inclusive, healthy and productive workplace.

Principle:

We plan and deliver on our outcomes through partnerships with a diverse range of communities and stakeholders.

5 Year Corporate Plan Outcomes and 2025-26 Achievements

Leading the implementation and monitoring of catchment partnership agreements.

7 Catchment Partnerships Agreements were entered into or maintained.

Support communities and individuals contributing to catchment health.

68 partnerships were established across the organisation in 2025-26.

Engagement with Traditional Owners and First Nations People

502 Engagement events with 7,328 participants including 428 First Nations individuals participating, and 13 partnerships with Traditional Owner groups.

The 2025-26 results demonstrate ongoing progress towards the North East CMA's five-year partnership and engagement outcomes, with strong levels of collaboration, community participation and Traditional Owner engagement contributing to improved catchment stewardship and shared decision-making

Principle:

We practise conscientious governance.

5 Year Corporate Plan Outcomes and 2025-26 Achievements

High governance standards are achieved ensuring transparency, integrity and accountability in all that we do.

In addition to the annual Victorian Auditor-General's Office (VAGO) audit, 3 internal audits were conducted during the 2025-26 year focusing on compliance with Standing Directions, payroll and previous recommendations. The audit of compliance with Standing Directions resulted in one performance improvement observation, with one other performance improvement observation noted around payroll.

Strategic and operational risks are well understood and managed appropriately in line with the Risk Appetite Statement.

100% of North East CMA's strategic risks were reviewed in 2025-26.

100% of North East CMA's operational risks were reviewed in 2025-26.

Established culture of ethical leadership promoting effective and responsible organisational management.

The percentage of internal audit recommendations completed was 85%, 11 of these recommendations related to previous years' audits. Two recommendations around records management remain outstanding as at 30 June 2026.

The 2025-26 results demonstrate progress towards the North East CMA's five-year governance outcomes, with effective audit and assurance processes, comprehensive risk oversight, and a high rate of implementation of audit recommendations supporting a culture of transparency, accountability, ethical leadership and continuous improvement.

Strategic Priorities

The following strategic priorities were adopted by North East CMA to guide activities outside of 'business as usual'.

Strategic Priority:

Harnessing opportunities from new and emerging environmental markets

2025-26 Outcome, Measure and Achievements

The North East Catchment is well positioned to attract investment that aligns with the outcomes of the Regional Catchment Strategy.

Measure: Increased understanding of natural capital accounting, environmental markets and nature positive outcomes to support strategic decision making.

Staff continue to increase their understanding of natural capital accounting, environmental markets and nature positive outcomes through:

- participation in the NRM Regions Australia National Carbon and E-Markets Community of Practice meetings
- participation in the Victorian Water Corporations and CMAs Nature Positive Community of Practice meetings
- participating in a 'Partnering in nature-based investment for resilient communities' forum with Local Government Authorities
- exploring the local government interest in developing a Grow Towards Zero Model for the north-east Victoria
- commenced development of a North East Natural Capital, Nature Positive and Environmental Markets Roadmap
- participation in the 'Assessing the benefits of nature-led resilience and nature-based solutions for climate adaptation and disaster resilience in Australia" workshop hosted by NRM Regions Australia
- participation in the New Futures Kiewa-Wodonga Program, codesigning a Landscape and Action and Investment Plan focused on Environmental Market participation.

The 2025-26 results demonstrate progress towards positioning the North East Catchment to attract investment aligned with Regional Catchment Strategy outcomes, with participation in communities of practice, development of a regional roadmap, and exploration of collaborative initiatives such as Grow Towards Zero strengthening investment readiness and strategic decision-making

Strategic Priority:

Walking with Traditional Owners and First Nations People

2025-26 Outcome, Measure and Achievements

Traditional Owners and First Nations People in north-east Victoria are enabled and empowered to make decisions that impact on Country.

Measure: Integration of work and prioritisation already done by First Nations People into the strategies (e.g. Regional Waterway Strategy) and projects of North East CMA.

North East CMA held 13 Regional Waterway Strategy (RWS) consultations with 8 Traditional Owner groups, with 2 groups represented on the RWS Advisory Committee. Additionally, 14 partnership projects were delivered or were underway with 8 Traditional Owner groups.

Measure: Cultural Competency action plan is implemented.

The North East CMA Cultural Competency Action Plan was developed, and implementation had commenced including:

- Cultural competency consultation was held with 5 Traditional Owner group partners
- An internal cultural competency working group commenced
- A Treaty information session was delivered for North East CMA staff
- A Treaty briefing was coordinated for the North East Water and North East CMA Boards.

The 2025-26 results demonstrate progress towards enabling and empowering Traditional Owners and First Nations People to make decisions that impact on Country, with increased involvement in strategy development, delivery of partnership projects, and implementation of cultural competency initiatives strengthening shared decision-making, relationships and organisational capability.

Strategic Priority:

Advancing water priorities in north-east Victoria

2025-26 Outcome, Measure and Achievements

The contribution of north-east Victoria to the Murray-Darling Basin is valued and the role of the region as a refuge is well understood.

Measure: Number of advocacy activities undertaken by North East CMA staff and Board.

North East CMA staff and Board undertook advocacy activities including:

- Chairperson, Deputy Chairperson and CEO attended discussion hosted by Goulburn-Murray Water (GMW).
- Chairperson and CEO attended discussion hosted by North East Water.
- Chairperson and CEO met with Murray-Darling Basin Authority (MDBA).
- MDBA representatives participated in the North East Natural Resource Management (NRM) Partners Forum.

The 2025-26 results demonstrate involvement in a range of activities that are progressing the recognition of north-east Victoria's contribution to the Murray-Darling Basin and its role as a refuge, with targeted advocacy and engagement activities strengthening relationships with key water agencies and promoting regional priorities in water planning and management.

Strategic Priority:

Leadership in catchment stewardship

2025-26 Outcome, Measure and Achievements

The North East CMA as have available the data, information and best practice approaches that enable assessment of catchment condition, ensuring Victoria can continue to lead the way in regional natural resource management (NRM) planning.

Measure: Establish and maintain partnerships within the community that support North East CMA's diversity and inclusion objective.

North East CMA established and maintained partnerships within the community including:

- 19 agency partnerships
- 26 community group partnerships
- 11 mixed partnerships
- 13 Traditional Owner Partnerships.

Additionally, North East CMA:

- applied the Australian Government's Ecological Monitoring System Australian (EMSA) protocols for projects where long- term monitoring does not exist
- continued long-term monitoring projects such as the Alpine Peatland Condition and Mountain Pygmy Possum Monitoring Programs
- maintained and utilised the North East CMAs Spatial Output Reporting System.

The 2025-26 results demonstrate progress towards ensuring North East CMA has the data, information and best-practice approaches required to assess catchment condition and support regional natural resource management leadership, with partnerships across agencies, communities and Traditional Owners enhancing access to knowledge, monitoring data and expertise. For example, Traditional Owner-led Bogong Moth monitoring has established a long-term dataset that is supporting research collaborations and contributing to improved understanding of this important species across Australia.

Strategic Priority:

Telling our stories of collaboration

2025-26 Outcome, Measure and Achievements

Key stakeholders and policy makers at the Federal / State / Local levels of Government understand the value of North East CMA to the community.

Measure: Number of advocacy activities undertaken by North East CMA staff and board.

North East CMA staff and Board undertook advocacy activities including:

- Chairperson participated in meeting between CMA Chairpersons and Minister for Water.
- Chairperson and/or CEO participated in 4 Vic Catchments Forums.
- CEO participated in Ovens and Murray Regional Partnership.
- CEO attended Platy Patch announcement (with members of Victorian Parliament).
- CEO met with Australian Government representatives to advocate for north-east Victoria following January 2026 bushfires.
- CEO and management presented to Rural City of Wangaratta as part of the “Let’s talk water” program in partnership with GMW and NEW.

The 2025-26 results demonstrate progress towards increasing understanding of the value North East CMA delivers to the community, with advocacy and engagement activities strengthening relationships with key decision-makers across local, state and federal government and promoting regional priorities in catchment management, water security and bushfire recovery. For example, recognition of the contribution of natural resource management and Landcare in parliamentary discussions highlights growing awareness of the importance of these programs and the role of North East CMA in supporting community and environmental outcomes.

Outcomes

North East CMA has delivered on a range of projects in the following outcome areas, to address both Victorian and Australian Government priorities.

Outcome 1:

Improved ecosystems



KEY PERFORMANCE INDICATORS

This program seeks to improve the condition, connectivity and extent of habitat within north-east Victoria to support improved ecosystems. measured by:

Hectares of pest predator control (e.g. cat, fox, deer)

24,720 ha of pest predator control including cats (*Felis catus*), foxes (*Vulpes vulpes*) and sambar deer (*Rusa unicolor*) completed during 2025-26. This is a decrease from 132,855 ha in 2024-25.

Hectares of weed control

2,044 ha of weed control undertaken in 2025-26. This is an increase from 1,443 ha in 2024-25.

Number of improved riparian sites revisited to monitor outcomes

The Riparian Works Review Program surveyed 30 sites.

Extent and connectivity of native vegetation (ha)

Tree Cover: Woody vegetation cover was about average in 2025[5], with woody canopy cover increasing slightly in 2025 to 39.67% from 39.19% in 2024.

Hectares of revegetation

36 ha of revegetation completed across all projects during 2025-26. This is a decrease from 462 ha completed in 2024-25.

The 2025-26 results demonstrate continued progress towards improving ecosystem condition, connectivity and extent across north-east Victoria. Pest animal and weed control programs, monitoring of riparian restoration outcomes, and the maintenance of woody vegetation cover have contributed to ecosystem resilience and habitat quality, while ongoing revegetation activities support the long-term connectivity and expansion of native vegetation.

5 Australia's Environment | 2025 Regional Report Card (North East – NRM Regions), ANU College of Science (ausenv.tern.org.au)

Table 1 *Outputs achieved - Improved Ecosystems*

2025-26 Corporate Plan Expected Outputs	2025-26 Actual Outputs	Result	Notes on variance
26 Assessments	56 Assessments	✓	Ecological assessments exceeded target due to sites being assessed for multiple purposes relating to separate claimable outputs (e.g. weed survey and disturbance surveys).
0 Earthworks	2 Earthworks - Armouring	✓	Outputs not included in 2025-26 Corporate Plan as contracts were still being negotiated with the relevant investor.
1 Engagement Event	36 Engagement Events with 749 Participants including 56 Traditional Owners	✓	Outputs not included in 2025-26 Corporate Plan as contracts were still being negotiated with the relevant investor.
1.5 km Fencing	0.53 km Fencing	■	Platy Patch project fencing delayed due weather and landholder negotiations.
6,593 ha Pest Animal Control	24,720 ha Pest Animal Control	✓	Includes 5,411 ha cage trapping for feral cats in Alpine Resorts, 262 km of pest predator control (ground shooting) completed across trail managed by Alpine Resorts and 11,544 ha managed by Parks Victoria, targeting feral cats, foxes and deer.
4.5 ha Revegetation	0 ha Revegetation	■	The Platy Patch Project revegetation delayed due weather and landholder negotiations.
387.02 ha Weed Control	1,558 ha Weed Control	✓	Exceeded due to efficient delivery of weed control on Mount Buffalo and The Platy Patch Project also exceeding targets.
0 Terrestrial Structures	3 Terrestrial Structures	✓	Outputs not included in 2025-26 Corporate Plan as contracts were still being negotiated with the relevant investor.
1 Partnership	3 Partnerships	✓	Improved reporting of Partnerships.
20 Waterway Structures	43 Waterway Structures	✓	Platy Patch Lower Kiewa project exceeded target of 3 waterways structures and delivered 25 waterway structures due to Killara habitat area utlising extra timber made available to the project.

✓ Target achieved or exceeded

○ Target not achieved 5% or less variance from target

■ Target not achieved, greater than 5% variance from target

KEY INITIATIVES AND ACHIEVEMENTS

Victorian cross-regional maintaining and improving the ecological resilience of Alpine Peatlands Project

The Alpine Peatlands Project is funded by the Australian Government Natural Heritage Trust (NHT) Regional Delivery Partner Program that commenced in 2023-24. North East CMA is coordinating the delivery across North East, East Gippsland, and West Gippsland CMA regions. Project partners include Parks Victoria, Department of Energy, Environment and Climate Action (DEECA), La Trobe University, Taungurung Land and Waters Council (TLaWC), Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) and Jaithmathang Traditional Ancestral Bloodline Owners Organisation (TABOO) via Nallawilli Bunjil.

Key achievements for 2025-26 include:

- Completion of 13 pest animal surveys (10 ground-based and 3 aerial) to inform Parks Victoria's on-ground pest animal control efforts.
- Weed control delivered for 1,298 ha by both Parks Victoria and TLaWC across 3 CMA regions, exceeding planned targets due to the efficiency of the control works at Mt Buffalo.
- Protection of 26.8 ha of sensitive peatlands via controlling access measures, exceeding the planned target of 7.33 ha.
- Protection of 13.4 ha of peatlands at Mount Buffalo, exceeding planned target of 12 ha, through installation of 3 erosion control structures.
- Completed 5 habitat condition assessments across 5 regions within Gunaikurnai Country by First Nations peoples.

Mountain Pygmy-possum and Bogong Moth Project

The Mountain Pygmy-possum and Bogong Moth Recovery Project is funded by the Australian Government NHT Regional Delivery Partner Program, that commenced in 2023-24. Covering alpine areas within north-east Victoria, the project works in partnership with Parks Victoria, Alpine Resorts Victoria (Falls Creek and Mount Hotham), Zoos Victoria, TLaWC, Gunaikurnai Land and Waters Aboriginal Corporation, and Jaithmathang TABOO.

Key achievements for 2025-26 include:

- Cage trapping across 5,411 ha for feral cats in Alpine Resorts.
- Completed 3 pest animal surveys, incorporating 36 trail cameras deployed and monitored across Alpine Resorts and the Alpine National Park to detect and quantify feral cat and fox activity.
- Completed 262 km of pest predator control (ground shooting) across trail managed by Alpine Resorts and 11,544 ha managed by Parks Victoria, targeting feral cats, foxes and deer.
- Weed control across 18 ha of Mountain Pygmy-possum habitat within the Alpine National Park, including Mount Jaithmathang and Mount Higginbotham West by Parks Victoria.
- Ongoing population monitoring of the Mountain Pygmy-possum at 5 sites within the Alpine National Park.
- Traditional Owner-led Bogong Moth *(Agrotis infusa)* monitoring completed at 6 monitoring sites across the Victorian alps.

Urban Rivers Platypus Recovery Initiative (The Platy Patch)

The Platy Patch is an Australian Government funded project managed by DEECA. The Platy Patch is a major state-wide urban waterway protection and restoration project aimed at improving streambank and aquatic habitats critical for platypus *(Ornithorhynchus anatinus)* and threatened species. In north-east Victoria activities in the Wodonga and Wangaratta areas are being funded.

Key achievements for 2025-26 include:

- Held 6 engagement events with 116 participants.
- Woody weed control across 317 ha.
- Installed 32 large waterway structures to increase habitat for platypus.

KEY INITIATIVES AND ACHIEVEMENTS

Little Snowy Creek Habitat Project

North East CMA has completed habitat works on Little Snowy Creek in Eskdale, with funding received from the Victorian Government's Recreational Fishing License grants.

Works along this reach of creek were undertaken by the North East CMA to help enhance fish habitat and recreational fishing opportunities for all who care to try their luck. Bed seeding and timber LUNKERS were placed in this section of the creek to help increase habitat in the area and as a link to previous habitat works done in past years both above and below stream.

Expanding genetic sampling to support Macquarie Perch recovery in the Ovens River

With funding from DEECA additional genetic analysis will contribute to an improved understanding of how restocking and habitat works are contributing to a self-sustaining wild population of Macquarie perch *(Macquaria australasica)*. The work will help guide future investment and priorities for management interventions related to outcomes under the RWS and future Environmental Contributions Tranche 6 (EC6) projects supporting habitat enhancement works in the Ovens River System.

In 2025-26 this project delivered one fauna assessment, that included taking 94 genetic samples at the Tea Garden Creek Fishway and habitat works sites.

Bed Seeding is the practice of placing large rocks into a stream to create habitat, break up velocity flows and improve conditions for fish. Boulders create still areas behind them where fish can rest. Small insects and fish are also swept into these areas, making them ideal haunts for larger fish to ambush prey.



Bed Seeding, Jubilee Bridge - Livingstone Creek.
Photo credit: Owen Davies

Timber LUNKERS are structures designed to imitate undercut banks and provide shelter for fish in a similar manner as fallen timber and can be fished the same way.



Timber LUNKERS installation at Little Snowy Creek.
Photo credit: Michael Broughton

Outcome 2:

Productive, sustainable and adaptive land management



KEY PERFORMANCE INDICATORS

This program seeks to increase the adoption of sustainable and/or adaptive agriculture

Soil carbon

The Carbon Farming Outreach Program, supported by funding from the Australian Government, has delivered a series of soil health workshops focusing on the critical role of soil organic carbon in enhancing soil functionality. Key topics have included the influence of soil carbon on water retention capacity, nutrient cycling and storage, pasture establishment and persistence, as well as its impact on soil texture and structural integrity.

Projects focused on soil carbon outcomes:

- Delivered 18 workshops and field days across north-east Victoria, supporting farmers to build knowledge, skills, and awareness of carbon and emissions in agriculture.
- Engaged a total of 330 participants, with expert speakers presenting on soil health, emissions management, and carbon market opportunities.
- Delivered 6 workshops under the Carbon Outreach Program, which provided participants with practical guidance on the importance of soil pH, the role of soil testing in understanding pH status, and the most effective management options available.
- Received overwhelmingly positive participant feedback, reflecting the strength of the program's straightforward messaging and its ability to clearly communicate complex concepts.

Agriculture commodities (type, number of enterprises, area, value)

North-east Victoria contributes an estimated $7.34 billion in Gross Regional Product. Key industries include agriculture (dairy, beef, wool, cropping and horticulture), forest industries, tourism and value-added processing industries, particularly around the region’s 2 largest centres of Wangaratta and Wodonga[6].

Amount and change over time of land use

Between 1987 and 2019 there has been an increase in dryland cropping (28%), hardwood plantations (378%) and irrigated horticulture (56%) in the region suggesting that agricultural practices are expanding and adapting.[7]

The 2025-26 results demonstrate progress towards increasing the adoption of productive, sustainable and adaptive land management practices across north-east Victoria, with targeted education and capacity-building activities improving landholder understanding of soil health, soil carbon and emissions management. Ongoing adaptation of agricultural land uses across the region, together with a strong and diverse agricultural sector, supports the long-term resilience, productivity and sustainability of the region's farming systems.

6 Based on 2025 data from Remplan, idcommunity and NEMA.
7 DEECA 2020 Victorian Land Cover Time Series dataset

Table 2 *Outputs achieved - Productive, sustainable and adaptive land management*

2025-26 Corporate Plan Expected Outputs	2025-26 Actual Outputs	Result	Notes on variance
65 ha Agricultural Practices	344 ha Agricultural Practices	✓	Sustainable Irrigation Grants exceeded a target of 60 ha delivering 338 ha of improved practice due to large properties participating in Irrigation incentives.
35 Approvals/Advice	65 Approvals/Advice	✓	The provision of approvals and advice is demand driven.
139 Assessments	110 Assessments	■	Some National Soil Monitoring Project (NSMP) – North East assessments were delayed due to bushfire, heavy rain, and access issues.
78 Engagement events	154 Engagement Events with 3,223 participants including 6 Traditional Owners	✓	Sustainable Agriculture Facilitator exceeded a target of 22 engagement events delivering 84 due to supporting our communities through drought, fire, and flood recovery.
2 Partnerships	3 Partnerships	✓	Carbon Farming Outreach Program and Sustainable Irrigation Frameworks Projects both delivered extra partnerships.
55 Publications	66 Publications	✓	Sustainable Agriculture Facilitator exceeded target of 14 publications delivering 26 fortnightly e-newsletter.
5 ha Revegetation	5.31 ha Revegetation	✓	

✓ Target achieved or exceeded

○ Target not achieved 5% or less variance from target

■ Target not achieved by greater than 5% variance from target

KEY INITIATIVES AND ACHIEVEMENTS

Sustainable Irrigation in the north-east

The Sustainable Irrigation Project is supported by the Victorian Government through the EC6 Program and delivered in partnership with DEECA (Agriculture Victoria).

Key achievements for 2025-26 include:

- Delivered the North East Sustainable Irrigation Plan 2025-2035, providing a strategic framework for sustainable irrigation in north-east Victoria.
- Established governance arrangements to deliver irrigation incentives focused on improving system efficiency through upgrades, improved planning, and installation of weather stations. Secured participation from 11 farmers in the incentive program.
- Developed governance frameworks for 2 climate change irrigation grants to support an irrigation cooperative to assess fit-for-purpose irrigation systems under future climate and land-use change scenarios, and a farmer cooperative to analyse streamflow and water availability for irrigation under projected climate and population growth scenarios.
- Partnered with Agriculture Victoria to undertake new irrigation development assessments.
- Supported and contributed to the regional irrigation development process, with 7 new sites progressing through assessment.
- Collaborated with the One Basin Cooperative Research Centre and North East Water to model long-term water availability projections as part of resource planning.
- Worked closely with Agriculture Victoria to undertake irrigation system checks and water efficiency assessments, identifying upgrade opportunities to improve water use and reduce emissions.
- Delivered a series of workshops in partnership with Agriculture Victoria to support decision-making and build irrigator knowledge, skills and awareness.
- Participated in statewide irrigation program forums to strengthen support networks for irrigators across north-east Victoria.
- Engaged with Upper Murray stakeholders to identify opportunities to improve water-use efficiency and irrigation management practices.

National Soil Monitoring Project – North East

The National Soil Monitoring Program (NSMP) is being delivered by CSIRO on behalf of the Australian Government Department of Agriculture, Fisheries and Forestry. The program aims to sample soil from approximately 3,000 sites across Australia. Its purpose is to monitor nationally agreed soil health indicators and generate data to improve understanding of soil condition and trends over time.

North East CMA was engaged by Wimmera CMA, who were contracted directly by CSIRO, as a regional delivery partner to undertake the fieldwork component of the NSMP. North-east Victoria contains 21 monitoring sites, where project activities include landholder engagement, soil sampling and characterisation, site data collection, and the documentation of land use and land management practices.

Key achievements for 2025-26 include:

- North East CMA staff completed formal training with CSIRO on soil sampling requirements. Additional practical training and knowledge transfer were provided by experienced staff from Goulburn Broken CMA.
- Sampling authorisation forms have been obtained from relevant landholders for 14 of the 21 monitoring sites.
- Fieldwork has been completed at 8 of the 21 sites, including soil sampling, soil characterisation, site information collection, and the documentation of land use and land management practices.
- The remaining sites are at various stages of landholder engagement and access approvals, with fieldwork to continue as authorisations and site access are secured.
- While significant progress has been made, a range of project constraints, including bushfires, heavy rainfall, challenges securing landholder consent, and access limitations associated with Crown land and difficult terrain, have affected the project timeline. The remaining fieldwork is scheduled for completion in the first half of the 2026-27 financial year.

Climate Smart Agriculture in north-east Victoria

The Climate Smart Agriculture Project is funded by the Australian Government NHT Regional Delivery Partner Program, commencing in 2023-24.

Key achievements for 2025-26 include:

- On-farm revegetation: Detailed site assessments were completed for 53 farms to develop plans that protect natural assets while supporting agricultural production through strategic revegetation. More than 100 revegetation sites were assessed, with funding provided to 27 landholders. By winter 2026, 33,000 native trees and shrubs will be planted across 39 hectares, nearly achieving the Year 1 target of 40 hectares under improved land management. North East CMA staff provide technical support, while landholders undertake and maintain works for 10 years.
- Women in agriculture forum: This North East CMA-hosted forum was sold out with 77 rural women meeting to learn practical strategies to manage uncertainty and build personal and farm resilience.
- Group Grants: Funding was provided to 12 local farming, industry and Landcare groups to deliver farmer-led, locally relevant projects. During this period, 27 events were held and 55 baseline soil tests completed. As at June 30, delivery is behind schedule for 8 groups due to bushfires, drought, staff availability and changes in volunteer committees. Project staff are adaptively managing the delivery of these projects to address individual delivery and reporting challenges.
- Baseline surveys**:** A total of 148 responses to a skills and knowledge survey were received from landholders and community members across 11 groups, assessing awareness, motivation, capacity and adoption of practices related to soil health, climate resilience, biodiversity and native vegetation management. Synthesised findings indicate future investment should focus on implementation support, peer learning, demonstration sites and specialist advice, rather than introductory awareness activities.
- Media and communications: Project communications have been actively delivered through the project, with 7 newspaper articles, 8 newsletters 18 social media posts, 3 media releases, 1 radio interview, 8 co-ordination meetings and 4 planning meetings completed in 2025-26.

Regional Drought Resilience

The Regional Drought Resilience Project is funded by the Australian Government Future Drought Fund, and the Victorian Government. The project supports the delivery of the Ovens Murray Drought Resilience Plan in partnership with local groups and organisations.

- Funded 8 implementation projects through the project to deliver on priorities within the Ovens Murray Drought Resilience Plan - 2025-26 Implementation Plan.
- Successfully completed 3 implementation projects:
  - Beyond the dry: A know-how and network building initiative for women in agriculture, Kiewa Catchment Landcare Groups ($59,430)
  - Drought-Ready Mansfield: Connecting Land and Community, Up2Us Landcare Alliance ($49,565)
  - Soil Moisture Probe Proposal: Kiewa Valley: Kiewa Catchment Landcare Groups ($17,333).
- These projects have provided local, community-led training and peer networking opportunities for farmers and rural landholders on how to manage and build resilience to drought and other extreme events.
- The 5 remaining implementation projects have received timeline extensions into 2026-27 due to delays, including contracting delays, ongoing drought conditions, bushfire impacts, staff recruitment and volunteer committee changes.
- The Sustainable Landscapes Advisory Committee met every 3-4 months to discuss drought conditions, local and regional issues and opportunities, and updates on implementation projects. The Committee comprises a diverse group of 20 community representatives from Landcare, industry, natural resource management and rural service extension organisations. A subcommittee of the Advisory Committee assessed the expressions of interest for implementation funding.
- North East CMA staff attended regional drought and bushfire coordination meetings, provided letters of support for projects focussed on drought resilience, and assisted in the coordination, promotion or co-funding (through other North East CMA-led projects) a range of activities in response to 2025 drought conditions, building drought resilience.

Carbon Farming Outreach

The Carbon Farming Outreach program commenced in 2024-25 and concluded in March 2026 as part of a coordinated, state-wide training initiative aimed at providing agricultural and community groups with practical information about carbon markets, and understanding and reducing emissions. Key topics covered include greenhouse gas emissions, carbon farming, methane reduction, carbon sequestration, developing a carbon account, understanding your carbon number, and exploring opportunities in supply chains (including Australian Carbon Credit Units and insetting).

Key achievements for 2025-26 include:

- Delivered 13 workshops and field days across north-east Victoria, supporting farmers to build knowledge, skills, and awareness of carbon and emissions in agriculture.
- Engaged a total of 330 participants, with expert speakers presenting on soil health, emissions management, and carbon market opportunities.
- Collaborated with Landcare Victoria, Agriculture Victoria, Vic Catchments, and a broad range of industry groups, including representatives from the wine, cattle, sheep, cropping and forestry sectors.
- Contributed to a statewide consortium delivering this training program, with the North East CMA exceeding its participation target of 270 attendees.
- Established a strong foundation for ongoing action, highlighting the importance of farmers understanding their emissions baseline and identifying productivity gains to reduce emissions intensity, and opportunities to incorporate on-farm sequestration to lower overall emissions footprints.

Sustainable Agriculture Facilitator

The Sustainable Agriculture Facilitator Project is funded by the Australian Government NHT Regional Delivery Partner Program, concluding 2027-28.

Key achievements for 2025-26 include:

- Supported communities across north-east Victoria in managing the impacts of drought conditions.
- Assisted the Upper Murray community in recovery following the January 2026 bushfires.
- Facilitated access to mental health support at drought and bushfire related events across the Upper Murray region.
- Supported the Upper Murray region’s transition from the hardwood industry by contributing to a successful funding application for Upper Murray Inc., a community-based agricultural organisation.
- Contributed to 25 editions of the North East CMA NRM Update, reaching approximately 1,700 recipients.
- Collaborated with industry and community partners to deliver 73 events, including one conference, 2 field days and 20 workshops, engaging approximately 1,500 participants.
- Supported delivery of targeted workshops and seminars for land managers, focusing on emissions reduction and carbon market engagement. Topics included livestock emissions mitigation, carbon accounting methodologies, Scope 1, 2 and 3 emissions in agricultural systems, and alignment with the Agriculture Victoria - Carbon Farming Pilot Project.
- Delivered extension activities to improve awareness of emissions reduction opportunities and carbon markets, supporting informed decision-making across farming enterprises.
- Promoted land management practices that enhance productivity while supporting environmental sustainability. Key focus areas included adaptive grazing regimes, seasonal livestock management, and optimised pasture utilisation to achieve both ecological and economic outcomes.
- Supported the adoption of innovative technologies, includingin-paddock voluntary animal weighing systems(e.g. Optiweigh) and Halter virtual fencing, to improve farm efficiency and sustainability.
- Engaged broadly across the livestock, horticulture, dairy, viticulture, cropping and forestry sectors to encourage adoption of sustainable farming systems.
- Participated in the statewide Vic Catchments Climate Change Working Group, contributing to coordinated climate adaptation and mitigation efforts.

Outcome 3:

Healthy waterways



KEY PERFORMANCE INDICATORS

This program seeks to maintain and improve the health of waterways in north-east Victoria, measured by:

Extent of protected or improved riparian land (ha)

Riparian land was improved through 333 ha of weed control and revegetation, and 5.6 km of fencing in 2025-26.

River flows

River flows were average for 2025, but rainfall was below average for north-east Victoria.[8]

Extent of wetlands (ha)

The North East CMA region contains over 3,300 natural wetlands covering around 14,500 ha, encompassing a variety of wetland types including freshwater meadows, shallow freshwater marshes, alpine bogs and riverine billabongs. North-east Victoria contains the largest extent of peatlands in the state (a nationally endangered ecological community; Alpine Sphagnum Bogs and Associated Fens) with 1,065 peat wetlands covering 2,128 ha.

Water quality (attainment of State Environment Protection Policy)

The environment reference standard combined water quality score for north-east Victoria was good (2018-2021). Victoria undertakes an analysis of water quality data every five years with the last review completed in 2022.[9]

Aquatic habitat (In-stream woody habitat)

164 waterway structures were installed in 2025-26 to improve instream woody habitat in north-east Victoria's Waterways.

The 2025-26 results demonstrate progress towards maintaining and improving the health of waterways across north-east Victoria, with riparian protection and restoration works, enhancement of instream habitat, and the continued maintenance of high-value wetland systems contributing to improved waterway condition, habitat quality and ecosystem resilience. Average river flows and good water quality outcomes further support the long-term health and function of the region's waterways.

8 Australia's Environment | 2025 Regional Report Card (North East – NRM Regions), ANU College of Science (ausenv.tern.org.au)
9 DEECA Victorian Water Quality Analysis 2022 – Summary Report.

Table 3 *Outputs achieved – Healthy waterways*

2025-26 Corporate Plan Expected Outputs	2025-26 Actual Outputs	Result	Notes on variance
501 Approvals/Advice	451 Approvals/Advice	■	The provision of advice and permits is demand driven.
66 Assessments	97 Assessments	✓	Healthy Waterways Connected Communities Project contributed to the target being exceeded. The project had a exceeded a target of 56 assessments with 84 assessments completed. A higher-than-expected number of assessments have been undertaken this reporting period due to flow regimes and high rainfall.
1.6 Earth Works	10 Earthworks	✓	Healthy Waterways Connected Communities project exceeded the target of 1.6 earthworks delivering 10 earthworks due to asset protection works and flow regimes from Dartmouth Dam and high rainfall resulting in high levels of erosion being reported.
0 Engagement Events	77 Engagement Events with 890 participants including 66 Traditional Owners	✓	Extensive engagement for the North East Waterway Strategy and project partner meetings have contributed to exceeding target.
3.5 km Fencing	5.61 km Fencing	✓	Numerous Waterway Projects exceeded targets slightly due to good interest in Landholder Incentive Programs and good partnerships with public land managers.
3 Information Management Systems	3 Information Management Systems	✓	
9 Management Agreements	19 Management Agreements	✓	Good interest from landholders partnering to deliver projects has meant numerous projects have exceeded targets. Including Uncovering the Ovens exceeding target of 2 securing 7, Healthy Waterways Connected Communities exceeding target of 3 securing 7 and Upper Mitta Mitta Flagship Project also exceeded the target of 4 with 5 management agreements secured.
28 Partnerships	36 Partnerships including 5 Traditional Owner Partnerships	✓	Exceeded targets due to the increased focus on reporting partnerships.
11 Plans	7 Plans	■	Four projects have a Plan each to deliver for various reasons including the delivery of the renewed RWS has been delayed, to be completed in 2027.
19 Publications	21 Publications	✓	
0 Rubbish Removal	2 Rubbish Removal	✓	Outputs not included in 2025-26 Corporate Plan as contracts were still being negotiated with the relevant investor.
7 ha Revegetation	9.57 ha Revegetation	✓	All projects delivering revegetation were able to secure slightly larger areas than planned.
4 Visitor Facilities	0 Visitor Facilities	■	All 4 Visitor Facilities (signs) to be delivered in 2026-27 due to approval processes taking longer than planned.
29 Waterway structures	77 Waterway Structures	✓	Exceeded due to some outputs not being included in the 2025-26 Corporate Plan as contracts were still being negotiated with the relevant investor.
208 ha Weed Control	333 ha Weed Control	✓	The Continuing to Uncover the Ovens project exceeded weed control targets due a good uptake of Landholder Incentives.
5 Environmental Water Holdings	7 Environmental Water Holdings	✓	Exceeded due to some outputs not being included in the 2025-26 Corporate Plan as contracts were still being negotiated with the relevant investor.
14 Monitoring Structures	15 Monitoring Structures	✓	

✓ Target achieved or exceeded

○ Target not achieved 5% or less variance from target

■ Target not achieved by greater than 5% variance from target

KEY INITIATIVES AND ACHIEVEMENTS

Victorian Habitat Fund – Livingstone Creek

The Livingstone Creek Project was supported by the Victorian Government through the Victorian Habitat Fund to introduce habitat to critical reaches on the Livingstone Creek, for threatened native fish including Macquarie perch (*Macquaria australasica*).

Key achievements for 2025-26 include:

- The completion of willow removal alongside Jubilee Bridge Reserve with a total of 2.77 ha of mature willow blockages removed (stumps poisoned and left intact for bank stability and habitat).
- A partnership with Omeo Angling Club who were successful in their application to Victorian Fisheries Authority for a complementary grant, allowing for a larger scope of works to be completed during 2025-26.
- The identification of priority habitat sites for installation of fish hotels to be installed by Traditional Owner groups.
- Installation of in-stream timber works (approximately 15 logs over 6 sites) and rocky refuge (approximately 54 boulders).
- Installed 650m of fencing adjacent to habitat works to protect area from stock access.
- Revegetation (2.5 ha) planned for Spring 2026 in partnership with Australian Trout Foundation.
- Finalised design for 4 Cultural Heritage signs to be installed in Spring 2026, subject to approval from Traditional Owner groups.

Upper Mitta Mitta Flagship

The Upper Mitta Mitta Flagship project is supported by Victorian Government through the EC6 Program. The Mitta Mitta catchment is less than 1% of the area of the Murray-Darling Basin but it provides almost 10% of inflow to the River Murray system. This project has focussed on improving the condition of the waterway, and resilience to extreme climate events, for the Upper Mitta Mitta catchment through better vegetated riparian areas, greater stock exclusion and a decrease in riparian weeds.

Key achievements for 2025-26 include:

- The Project Steering Committee held 2 meetings, with 17 attendees.
- Delivered *Released from the Wild*, an immersive 3D digital storytelling project co-created with the Benambra community to strengthen local connections to waterways through shared knowledge, stories, and creative expression.
- Grant agreements established with 2 Traditional Owner/First Nations groups to support their participation in projects within the Upper Mitta Mitta catchment, with collaboration and on-ground involvement currently underway.
- Undertook weed control over 113 ha in priority areas.
- Planted 2,000 native seedlings across 8 ha of riparian area.

Upper Mitta Mitta Flagship Monitoring

The Upper Mitta Mitta Flagship Outcome Monitoring Project delivers targeted monitoring and technical activities to evaluate progress against EC6 Management Outcomes. The project focuses on improving ecological knowledge, assessing on-ground works, and strengthening partnerships with Traditional Owners.

Key achievements for 2025-26 include:

- Completed the Morass Creek Report, including analysis of drone footage to evaluate potential breakaway areas and the current condition of the wetland.
- Established an agreement with a Traditional Owner group to assist with environmental DNA (eDNA) sampling at Livingstone Creek, and discussions were ongoing with 2 other groups to support sampling in future years.

KEY INITIATIVES AND ACHIEVEMENTS

Upper Ovens Flagship Continuing to Uncover the Ovens

The Continuing to Uncover the Ovens (Flagship) project is supported by the Victorian Government's EC6 Program. This project continues work to improve and maintain riparian health and habitat for aquatic species, and recreational access. Working with Traditional Owners/First Nations people, agencies and local communities, the project delivers activities that enhance streamside vegetation structure, improve stream channel resilience and improve opportunities for recreation.

Key achievements for 2025-26 include:

- Regular regional engagement with a range of project stakeholders via quarterly meetings with the Project Steering Group.
- The Barwidgee Creek Connections Project by Bangerang Aboriginal Corporation (BAC), where assessments have helped inform the implementation of on-ground works achieving 1.35 ha of woody weed removal.
- Woody-weed control over 19.7 ha and non-woody-weed control over 6.8 ha, at sites of prior investment.
- A collaborative riparian restoration project at Freeburgh Streamside Reserve, where 2.94 ha of indigenous revegetation was planted by volunteers from the Upper Ovens Valley Landcare Group
- A total of 162 ha of headwater willow control, including more than 54 ha at Mt Buffalo in partnership with BiiK Land Management.
- eDNA monitoring of Macquarie Perch in the Upper Ovens identifying the species at its highest elevation ever recorded.

Healthy Waterways, Connected Communities

The Healthy Waterways, Connected Communities project is supported by Victorian Government through the EC6 Program, the project has 3 key activities to support waterway health outcomes across north-east Victoria. The project is focusing on maintaining sites of prior investment, leveraging co-funding from MDBA and GMW to support erosion management in the lower Mitta Mitta River caused by consumptive water flows from Dartmouth Dam, and partnering with fishing groups to support habitat improvements for aquatic species.

Key achievements for 2025-26 include:

- Completed 52 ecological assessments of past riparian incentives sites to assess outcomes and support landholder management.
- Inspected 32 riparian properties/sites to provide advice on waterway management and assess sites for erosion management.
- Completed 10 earthworks activities involving armouring to remediate both bed and bank erosion.
- Installed 21 large wood type D structures to address bank erosion and provide habitat for aquatic species.
- Successful in receiving funding from the Victorian Fisheries Authority for 2 sites in the Upper Murray to support fish habitat.

Flood studies – Ovens River – Rocky Point to Markwood, Ovens River tributaries, King River

Funding has been provided through the Victorian Government's Flood Reclamation Roadmap initiative to fast-track flood studies in regional Victoria. The three studies will improve understanding of flood behaviour and flood risk along the Ovens and King rivers, supporting future land use planning, emergency management, and community resilience. During 2025–26, the project scope was developed and tender documentation prepared. A procurement process commenced in 2025–26, with contracts expected to be awarded in the 2026-27 year to enable project delivery to commence.

KEY INITIATIVES AND ACHIEVEMENTS

Water Statutory Functions 2024-28

The Waterway Management and Statutory Functions project is supported by Victorian Government through the Environmental Contributions Program.

Key achievements for 2025-26 include:

- Provided advice (109) and responses (170) to local government authorities and agencies on waterway and floodplain related referrals, policy and strategy to protect public and private assets and waterway health.
- Provided advice and issued 129 Works on Waterway Permits to protect waterway health.
- Participated in flood related planning reform working groups and processes.
- Established an Advisory Group and progressed development of the new RWS, including producing an Insights paper and draft Outcome Statements.
- Progressed internal and Board consultation on the new RWS development process.
- Contributed to 14 Regional Water Monitoring Program sites that inform flood warning systems.

Environmental Water Reserve Officers (2024-2028)

The Environmental Water Reserve project is an ongoing project supported by Victorian Government through the Environmental Contributions Program.

Key achievements for 2025-26 include:

- Delivered 20 ML of environmental water to Mullinmur Wetland in Wangaratta to improve dissolved oxygen levels for stocked native freshwater catfish (*Tandanus tandanus*), which are classified as endangered in Victoria.
- A total of 214.3 ML of environmental water was delivered to the Nationally Important Ryans Lagoon Wetland Complex using Commonwealth environmental water from the Murray River system between October and December 2025. Water delivery occurred via a temporary pump through a partnership between Duduroa Dhargal Aboriginal Corporation (DDAC), North East Water and the North East CMA. Lagoon 2 has now received a full spring fill for 5 consecutive years through a combination of natural flooding (2021–2023) and environmental watering (2024 and 2025). This has led to notable increases in the abundance and diversity of waterbirds, frogs, turtles and aquatic vegetation. Several threatened species listed under Victoria's FFG Act have been regularly recorded over the past two watering years, including the eastern great egret *(Ardea alba modesta)*, plumed egret *(Ardea plumifera)*, broad-shelled turtle *(Chelodina expansa)*, Murray River turtle *(Emydura macquarii)* and Sloane's froglet *(Crinia sloanei)*. Environmental watering has also supported the cultural aspirations of the DDAC, who seek the restoration of a more natural water regime at Ryans Lagoon.
- Delivered 2 low-flow autumn freshes to the Buffalo River in March and April 2026. A total of 3 ML of Commonwealth environmental water and an 82 ML donation from Galen Catholic College were combined with approximately 8,000 ML of operational water, delivered in partnership with GMW to draw Lake Buffalo down to enable maintenance. Flows were released downstream of Lake Buffalo, reaching a peak of 470 ML per day. These freshes were designed to inundate new habitat and stimulate food production, as well as to support fish movement following a prolonged period of low flows.
- In the King River, 39 ML of water from the TLaWC and 56 ML from a private entitlement holder were again donated and transferred to the Victorian Environmental Water Holder (VEWH). These contributions were delivered in conjunction with 50 ML of Commonwealth environmental water held in Lake William Hovell. In April, a total of 145 ML of environmental water was released, nearly doubling base flows for 2 days and reaching 155 ML/day at Cheshunt. The release increased flow variability inundated new habitat, and enhanced food availability for aquatic biota. It also supported the TLaWC's aspirations to care for Country, improved connectivity and increased flows over the fishway at Docker.

King River Flood Study

Funding is provided through the Victorian Government's Floodplain Management Strategy and the *Fast-tracking Flood Studies in Regional Victoria* program. The study will investigate flood behaviour and flood risk along the King River, from Lake William Hovell in the south to Oxley in the north, improving the evidence base for land use planning, emergency management and community resilience. In 2025-26, North East CMA completed project scoping and prepared tender documentation for the study, with the procurement process commenced and a contract expected to be awarded in 2026-27.

KEY INITIATIVES AND ACHIEVEMENTS

Mitta Channel Capacity

The Mitta Channel Capacity project is supported by GMW through the MDBA, to reduce streambank erosion caused by water releases, and provide habitat for aquatic species on the Mitta Mitta River, downstream of Lake Dartmouth. In 2025-26 the project involved 11 landholder site assessments and working with 14 landholders across 16 sites.

Key achievements for 2025-26 include:

- blockage removal at 3 sites
- placement of 3,000 m^3 of rock over 740 lineal metres
- installation of 10 large logs in conjunction with rock armour for bank protection and fish habitat
- revegetation of 10 sites with 1,500 plants
- installation of 180 m of fencing.

The Flood Recovery program also contributed to works on the Mitta Mitta River during this period working on five additional sites with:

- placement of 3,150 m^3 of rock
- placement of 19 large logs
- installation of 860 m of fencing
- removal of 3 blockages.

Spatial scenario modelling for regional climate adaptation

Embedding climate change in regional NRM decision-making and project design is vital to achieving practical actions aligned with Victorian CMA climate adaptation priorities and national nature-positive and net-zero targets.

This project utilises the Land Use Trade Offs version 2 model (LUTO2), previously applied at the national level, to enhance regional decision-making. LUTO2 is the leading spatial model that optimises land use in Australia to meet climate and biodiversity goals without compromising economic growth, food, or water security.

In collaboration with Climateworks Centre, Deakin University, North East CMA and Goulburn Broken CMA, the project has explored the ways in which LUTO2 can inform the renewal of the RWS, serving as case studies for other regional NRM organisations.

Hume to Yarrawonga Floodplain Wetland Inundation Assessment and Traditional Owner Engagement

This project was part of Victoria's Constraints Measures Program to improve our understanding of environmental and cultural outcomes associated with floodplain inundation and potential constraints relaxation along the Victorian Murray floodplain between Lake Hume and Yarrawonga. Key achievements in 2025-26 included:

- Development of floodplain inundation mapping and analysis for wetlands between Lake Hume and Yarrawonga to improve understanding of wetland inundation under varying flow conditions. This included maps which were used for Traditional Owner engagement.
- Engagement with DDAC, Yorta Yorta Nation Aboriginal Corporation, BAC and Dhudhuroa Waywurru Nation Aboriginal Corporation through meetings, site visits and on-Country discussions to better understand cultural values, priorities and aspirations for the Murray floodplain.
- Completed a feasibility assessment of four environmental watering options for Ryans Lagoon, identifying an electrically powered pump system as the preferred option to improve environmental and cultural outcomes.
- Collected ecological information to address knowledge gaps through deployment of acoustic monitoring equipment for frogs and waterbirds and eDNA sampling across floodplain wetlands.
- Completed topographic surveys, ecological background assessments, cultural heritage and approvals groundwork to progress the preferred environmental watering infrastructure option for Ryans Lagoon.

Outcome 4:

Communities and individuals contributing to catchment health



KEY PERFORMANCE INDICATORS

This program seeks to involve communities in activities that improve catchment health and maintain healthy partnerships, measured by:

Community volunteering and stewardship prevalence (Landcare/community NRM Groups – Group Health Score)

Landcare Groups self-reported as “Trailblazers” (6), “Moving Forward” (22), “Rolling Along” (12), “Just Hanging On” (0), and “Struggling Along” (5). This was a self-assessment completed by 38 out of 64 Landcare and ‘Friends of’ Groups.

Number of partnerships with communities and individuals contributing to catchment health

68 partnerships with agencies, communities and individuals contributing to catchment health were achieved for 2025-26.

Number of formal partnership agreements for planning and management between Traditional Owners/First Nations and key NRM agencies

There were 13 partnership agreements in place with Traditional Owner groups in 2025-26.

Surveying key partners to determine the health of partnerships including whether the partnership is mutually beneficial.

Survey results from 2025-26 North East NRM Partners Forum indicated ‘expected’, ‘above expected’ or ‘much above expected’ level of success against key partnership goals such as mutual benefits, collaboration, good governance, acknowledgement and respect, communication and resolving differences. Feedback indicated that running the survey was important, and it was felt the forum is a valuable opportunity for collaboration by stakeholders to achieve shared NRM goals across the catchment.

The 2025-26 results demonstrate progress towards increasing community involvement in activities that improve catchment health and maintain healthy partnerships, with strong participation by Landcare and community groups, the establishment of 68 partnerships, and ongoing collaboration with Traditional Owner groups strengthening stewardship, shared decision-making and collective action across the catchment. Positive feedback from key partners further indicates that these partnerships are effective, mutually beneficial and supporting the achievement of shared natural resource management outcomes.

Table 4 *Outputs achieved – communities and individuals contributing to catchment health*

2025-26 Corporate Plan Expected Outputs	2025-26 Actual Outputs	Result	Notes on variance
9 Advice	9 Advice	✓	
1 Assessment	1 Assessment	✓	
0 Earth Works	1 Earth Work	✓	Exceeded due to some outputs not being included in the 2025-26 Corporate Plan as contracts were still being negotiated with the relevant investor.
44 Engagement events	228 Engagement Events with 2,438 Participants including 300 Traditional Owners	✓	Exceeded due to Projects that don't set standard output targets such as Aboriginal Water Policy Officer, and Landcare.
0 Fence	0.33 kms Fence	✓	Exceeded due to Landcare Projects not having set targets in contracts.
22 Management Agreements	11 Management Agreement	■	The Our Catchment Our Community Strengthening Catchment Stewardship Project did not deliver 11 management agreements due to the project progressing slower than planned, there been a focus on relationship building to progress delivery in 2026-27.
2 Measuring Stations	0 Measuring Stations	■	The Our Catchment Our Community Catchment Stewardship Project has not delivered 2 measuring stations due to the project progressing slower than planned, there been a focus on relationship building to progress delivery in 2026-27.
10 Partnerships	11 Partnerships including 1 Traditional Owner Partnership	✓	
7 Plan	4 Plan	■	The Our Catchment Our Community Catchment Stewardship Project has 3 Plans not delivered due to the project progressing slower than planned, there been a focus on relationship building to progress delivery in 2026-27.
27 Publications	32 Publications	✓	
121 ha Weed Control	146 ha Weed Control	✓	The Our Catchment Our Community Catchment Stewardship Project exceeded target of 121 ha delivering 145 ha of weed control due to successful incentives program and some leveraged funding for direct works.
1 Visitor facility	0 Visitor Facilities	■	The Our Catchment Our Community Catchment Stewardship Project has 1 sign not delivered in 2025-26 to be delivered in 2026-27. Due to the project progressing slower than planned, there been a focus on relationship building to progress delivery in 2026-27.
3.5 ha Revegetation	17 ha Revegetation	✓	Landcare Grants don't set targets and therefore it will appear like we have exceeded expected outputs. Landcare Grants delivered 9.73 ha and the Our Catchment Our Community Catchment Stewardship Project exceeded target of 3.5 ha with 6.8 ha of revegetation achieved due to a successful incentive program.
4 Waterway Structure	2 Waterway Structures	■	The Our Catchment Our Community Catchment Stewardship Project has not delivered 2 waterway structures due to the project progressing slower than planned, there been a focus on relationship building to progress delivery in 2026-27.

✓ Target achieved or exceeded

○ Target not achieved 5% or less variance from target

■ Target not achieved by greater than 5% variance from target

KEY INITIATIVES AND ACHIEVEMENTS

Regional Capacity Services (Natural Heritage Trust)

The Regional Capacity Services project is funded by the Australian Government Natural Heritage Trust Regional Delivery Partner Program, commencing in 2023-24.

Key achievements for 2025-26 include:

- Delivery of 4 Natural Heritage Trust projects in areas of biodiversity and agriculture.
- Exceeded Indigenous Participation Plan annual targets for Indigenous Employment and Procurement.
- High Traditional Owner/First Nations involvement in projects, including in assisting groups to build capacity to undertake NRM work.
- Distribution of communications materials, including 3 media releases, and 40 social media posts.
- Community participation encouraged through social media promotion, NRM Newsletters, North East NRM Partners Forum, and Landcare connections.
- Review, update and audit of WHS Plan.
- Attended 4 relationship management meetings with Department Climate Change, Energy, the Environment and Water and 4 with Department of Agriculture, Fisheries and Forestry.
- Maintenance of appropriate governance, finance, Work Health Safety, and reporting and record keeping frameworks.

Regional Landcare Support

Funded by the Victorian Government, this program provides practical support for local Landcare facilitators and the Landcare community in north-east Victoria.

In 2025-26, the North East CMA Regional Landcare Coordinator's key achievements include:

- Participated in and coordinated 52 engagement events and supported 5 Landcare professionals and members to attend the National Landcare Conference at Gold Coast, Queensland.
- Coordinated the Northern Rivers Roundup event in Nagambie, Victoria.
- Supported engagement of Landcare at the Tallangatta Expo, Everton Farm Field Day and NAIDOC Week events.
- Coordinated and ran 10 training events. This included Victorian Landcare Grants writing workshop, Landcare mapping tutorials and Social Media training.
- Attended training in Project Management Fundamentals, Stakeholder Engagement and Strategy on a Page.

Aboriginal Water Officer

The Senior Partnerships Officer - Aboriginal Water has continued to work closely and build relationships with non-recognised Traditional Owner groups in north-east Victoria. The Senior Partnerships Officer – Aboriginal Water works with 5 non-recognised Traditional Owner groups as well as supporting North East CMA engagement with the 3 Registered Aboriginal Parties in the region. Key achievements for 2025-26 include:

- Continued to support to Aboriginal Water Officers employed by BAC, DDAC and Konermar Buller Jaithmatang (KBJ).
- Coordinated RWS consultations with all 8 active partner groups.
- Supported DDAC, BAC, KBJ and Jaithmathang TABOO to access Victorian Government funding through Water is Life, and Commonwealth Government funding through Cultural Flows for Cultural Economies.
- Supported DDAC to deliver an increased environmental water allocation to Ryans Lagoon after the initial delivery in 2025.
- Supported DDAC to host their first regional stakeholders gathering.

KEY INITIATIVES AND ACHIEVEMENTS

Victorian Landcare Grants

The 2025-26 Victorian Landcare Grants Program investment was $337,250. The Program funded 20 Project Grants and 36 Support Grants which supported which supported local biodiversity, habitat restoration and improvements to remnant vegetation.

Key achievements for 2025-26 Project Grants included supporting:

- 43 events
- 9 fencing sites with 5,447 metres of fencing established
- 33 revegetation/restoration sites with 17,500 tube stock planted
- 18 weed control sites with 25.6 hectares weed control completed.

Our Catchments, Our Communities Strengthening Catchment Stewardship

A new 4-year phase of the Our Catchments, Our Communities (OCOC) program commenced in 2024-25. The Strengthening Catchment Stewardship in North East CMA project continues key components of the previous Lower Kiewa River catchment stewardship program, with a new project focus area now including the King River catchment, specifically the Upper King Valley.

Lower Kiewa River Catchment key achievements for 2025-26 include:

- Continued to support a funding partnership with a Traditional Owner/First Nations group to support capacity building, and management of the Ryans Lagoon significant wetland area.
- Maintained 2 community partnerships to deliver:
  - A weed control focused incentives program, that completed 108 ha of woody weed control, value adding to an education program.
  - Supported a Landcare Network to employ a Waterway Project Officer to deliver waterway stewardship activities that saw 400 people participate in stewardship and educational activities including:
    - a BioBlitz series with community and schools
    - Sloanes froglet walk
    - schools' education
    - launch of the Baranduda Ecohub.

The *Recognising the dynamic nature of the King River and the impacts of climate change* project aims to build resilience through community-led river restoration and protection.

King River Catchment key achievements for 2025-26 include:

- Conducted 2 field trips with Traditional Owners/First Nations groups to build relationships and understand cultural aspirations.
- Convened the inaugural meeting of the King River Project Steering Group, comprising 9 community members and 3 North East CMA staff.
- Facilitated 5 site meetings with landholders to identify river management challenges and co-develop solutions.
- Facilitated 4 stakeholder meetings to inform project planning.
- Completed the King River Management Guideline, which will underpin development of the King River Rehabilitation Plan.

KEY INITIATIVES AND ACHIEVEMENTS

State-wide support for the Regional Catchment Strategy Managers Forum

This project will drive the ongoing development and implementation of Regional Catchment Strategies by supporting the state-wide RCS Managers' Forum for 2 years.

In 2025-26 the project supported the mid-term review of the RCS and held a 2-day workshop of RCS managers to collate feedback to DEECA for the next RCS, consider the NHT NRM planning process and provide feedback and insights from the mid-term review.

Our Catchments, Our Communities Strengthening Local and Regional Partnerships in north-east Victoria

This project was supported by the Victorian Government through the OCOC program. This project has focussed on strengthening local and regional partnerships between Traditional Owners/First Nations, community, Local Government, and industry in north-east Victoria through the coordination of regional strategies, networking opportunities, information sharing and capacity building activities.

Key achievements for 2025-26 include:

- Facilitated 4 quarterly North East NRM Partners forums with 22 different agencies and groups.
- Held one strategic planning day with partners to support development of the RWS and track progress towards achievement of the RCS and consider the MDBA Basin Plan.
- Facilitated 7 meetings with Traditional Owner/First Nations organisations to seek their input and direction on planning, decision making and on ground actions relating to catchment management in north-east Victoria.
- Supported participation in the Alpine Valleys Leadership Program.

Regional Catchment Strategy Mid-Term Review

The RCS Mid-Term Review project focused on assessing progress towards implementation of the North East Regional Catchment Strategy 2021–2027, strengthening regional partnerships, and identifying opportunities to improve coordination, monitoring and evaluation across the natural resource management sector. Key achievements for 2025–26 include:

- Coordinated and completed the North East RCS 2021–2027 Mid-Term Review in line with DEECA guidance and agreed statewide methodology.
- Engaged more than 20 regional partner organisations through the North East NRM Partners Forum Strategic Planning Day and follow-up meetings to collect evidence and assess progress towards RCS outcomes.
- Facilitated input from Traditional Owners/First Nations organisations, local government, Landcare networks, water corporations and government agencies to ensure the review reflected regional priorities and diverse perspectives.
- Delivered a comprehensive review of RCS implementation progress, partner uptake, the value of the Strategy as a regional resource, and alignment with Traditional Owner aspirations and priorities.

KEY INITIATIVES AND ACHIEVEMENTS

Traditional Owner Engagement in Regional Waterway Strategy Development

The funding is provided to support the Nindi-Ngujarn Ngarigo Monero Aboriginal Corporation Traditional Owner group (NNNMAC) to engage with North East CMA in the development of the North East Regional Water Strategy. NNNMAC is currently unfunded by DEECA to participate in the north east RWS development.

NNNMAC met with North East CMA on 3 occasions to provide cultural and strategic feedback and content for the RWS. One meeting was in person in Bairnsdale with East Gippsland CMA also involved, and two meetings were online. In each case 2 or 3 Ngarigo Monero Traditional Owners were involved in the consultations.

Wise Water Ways

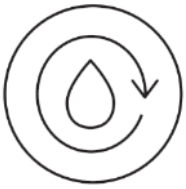
Wise Water Ways has maintained a long-standing partnership with North East CMA. The workshop is a practical, hands-on waterway management course that equips participants with a broad range of skills and knowledge in waterway restoration and management.

Now in its 27th year, the program provides annual waterway management training and features renowned presenters and industry experts from a diverse range of NRM and waterway disciplines. North East CMA contributes resources and support to the delivery of the program.

This funding supported delivery of the Wise Water Ways Workshop, an annual five-day training course with 35 participants held in Beechworth, Victoria, building capacity and expertise in waterway restoration and management across the region.

Outcome 5:

Reduce the impact and assist recovery from natural disasters



KEY PERFORMANCE INDICATORS

This program seeks to reduce threats to public assets from natural disasters, measured by:

Climate (precipitation, maximum temperature, minimum temperature)

Rainfall totals in 2025 were below to very much below average for much of Victoria.[10]

Rainfall of 892.51 mm was recorded for north-east Victoria in 2025, a decrease from 922.43 mm in 2024.[11]

Mean maximum temperatures in 2025 were very much above average for Victoria.[12]

North-east Victoria recorded average maximum temperatures, and 3.87 ‘hot days’ above 35°C.[13]

Mean minimum temperatures in 2025 were above to very much above average for much of Victoria.[14]

Number of Regional Floodplain Management Strategy actions in progress or completed

The North East Regional Floodplain Management Strategy 2018-2028 implementation has progressed, with 77 actions in progress or completed in 2025-26, of the total 166 actions within the Strategy.

Number of sites where works have been done to reduce threats to assets

Work was undertaken at 16 asset sites, in the Omeo-Benambra, Upper Murray, Mitta Mitta, Ovens, King, Kiewa and Black Dog Creek catchments to reduce threats to river health assets. This included timber and rock armouring on eroding banks, woody weed control, fencing and revegetation of riparian areas which had sustained damage during flood events between December 2023 and January 2024.

The number of sites addressed is consistent with the number of sites completed in 2024-25, reflecting ongoing funding for flood recovery because of the December 2023 and January 2024 events.

he 2025-26 results demonstrate progress towards reducing the impacts of natural disasters and supporting recovery across north-east Victoria. Despite below-average rainfall and above-average temperatures highlighting ongoing climate risks, continued implementation of the Regional Floodplain Management Strategy and asset protection and recovery works have strengthened the resilience of natural assets and communities to future flood and climate-related events.

10 https://www.bom.gov.au/climate/current/annual/vic/summary.shtml
11 TERN Australia's Environment - North East - Rainfall 2025
12 https://www.bom.gov.au/climate/current/annual/vic/summary.shtml
13 TERN Australia's Environment - North East - Maximum Temperature 2025
14 https://www.bom.gov.au/climate/current/annual/vic/summary.shtml

Table 5 *Outputs achieved – Reduce the impact and assist recovery from natural disasters*

2025-26 Corporate Plan Expected Outputs	2025-26 Actual Outputs	Result	Notes on variance
15 Assessments	23 Assessments	✓	Exceeded due to some outputs not being included in the 2025-26 Corporate Plan as contracts were still being negotiated with the relevant investor.
15 Earthworks	25 Earthworks	✓	Exceeded due to some outputs not being included in the 2025-26 Corporate Plan as contracts were still being negotiated with the relevant investor.
3 Engagement events	7 Engagement events with 28 participants	✓	Recovery from 2023-24 Summer Storm and Flood Project exceeded targets due to community interest in recovery programs.
1 km Fencing	2 km Fencing	✓	Recovery from 2023-24 Summer Storm and Flood Project exceeded targets with multiple sites completed.
7 Partnerships	15 Partnerships including 5 Tradition Owner Partnerships	✓	Recovery from 2023-24 Summer Storm and Flood Project exceeded targets due to higher number of works agreements and Traditional Owner agreements than planned.
7 Rubbish Removals	10 Rubbish Removals	✓	Recovery from 2023-24 Summer Storm and Flood Project exceeded targets due to higher number of debris removal sites than planned.
14 Waterway structures	42 Waterway structures	✓	Recovery from 2023-24 Summer Storm and Flood Project exceeded targets due to multiple sites requiring complex works and structures.
0 Publications	2 Publications	✓	Recovery from 2023-24 Summer Storm and Flood Project exceeded targets due to unplanned media releases and social media posts.
0 ha Revegetation	4.6 ha Revegetation	✓	Recovery from 2023-24 Summer Storm and Flood Project exceeded targets due to carry over of revegetation from previous year into this FY.
4 ha Weed control	8.25 ha Weed control	✓	Exceeded due to some outputs not being included in the 2025-26 Corporate Plan as contracts were still being negotiated with the relevant investor.
0 Management Agreements	10 Management Agreements	✓	Recovery from 2023-24 Summer Storm and Flood Project exceeded targets due to carry over of agreements from previous financial year.

✓ Target achieved or exceeded

○ Target not achieved 5% or less variance from target

■ Target not achieved by greater than 5% variance from target

KEY INITIATIVES AND ACHIEVEMENTS

Floodplain Management strategies and implementation

The implementation of the North East Regional Floodplain Management Strategy 2018-2028 (North East CMA, 2018) has progressed.

Key achievements for 2025-26 include:

- Completed or commenced 34 flood study and data management activities to improve the availability of flood data across north-east Victoria.
- Commenced 10 actions to implement, improve or manage mitigation works.
- Commenced 30 actions to contribute to an improved flood warning service.
- Undertook 2 activities to review of the impacts of climate change on mapped flood events.

Recovery from 2023-24 Summer Storm and Flood

Following one of the driest Septembers on record, Victoria experienced a series of intense, localised storm and flood events between October 2023 and January 2024. These events caused widespread but localised impacts to waterways and associated assets, including damage to riparian fencing and erosion control structures.

The Recovery from 2023-24 Summer Storm and Flood program, funded by DEECA, has contributed to the restoration of natural waterway and catchment assets affected by these events.

Key recovery actions have included:

- Repairing and reinstating damaged erosion control infrastructure.
- Re-establishing riparian fencing to protect sensitive areas.
- Supporting natural recovery processes through targeted revegetation and stock exclusion.

Key achievements in 2025-26 include:

- completed 10 property assessments
- completed 25 earthworks
- facilitated 7 engagement events with 28 participants
- installed 1.94 km of fencing
- executed 5 management agreements
- established or maintained 15 partnerships
- released 2 publications
- undertook 10 rubbish removals, covering 0.71 ha (flood debris)
- completed 3.89 ha of revegetation
- installed 42 waterway structures
- undertook 8.25 ha of woody weed control.

KEY INITIATIVES AND ACHIEVEMENTS

Fast-tracking council flood planning – scoping future flood mitigation infrastructure plans.

In 2025-26, North East CMA completed the Strategic Levee Categorisation Project, identifying and prioritising critical council-managed flood mitigation assets for the first time across the North East catchment. This information will be incorporated into future updates to the North East Floodplain Management Strategy. North East CMA also completed a comprehensive investigation of the Harrietville–Bon Accord Levee, developing a business case and preliminary design to support future replacement of this important flood mitigation asset. Together, this work provides a clear basis for asset management decisions and future investment in priority flood mitigation infrastructure.

To support future flood mitigation planning, funding was secured for the Ovens River Tributaries Flood Study and North East CMA supported Alpine Shire Council in preparing a funding application for the Bright and Wandiligong Flood Study. Together, these initiatives strengthen the evidence base for future funding applications and improve community resilience to flooding across the region.

Bushfire Recovery

Funding from DEECA in late May 2026 enabled commencement of the January 2026 Victorian Bushfires Immediate Public Land Recovery Works Program. Site assessments were undertaken for restoration of natural waterway and catchment assets that were impacted by the Victorian Bushfires with a focus on Burrowye Creek, Little Koetong Creek and other impact zones.

Achievements in 2025-26:

- 12 property assessments.

Ministerial letter of expectations measures and indicators

The following indicators and measures have been taken from the DEECA Guidelines for Catchment Management Authority Corporate Plans and link to the priority areas identified in the Minister's Letter of Expectations. Activities delivered that aligned with the measures are outlined in **Table 6** to **Table 14.**

Climate change and energy (LOE1)

Table 6 *Ministerial Expectation Achievements 2025-26: Climate change and energy*

Key Performance Area	Sub Key Performance area	Indicator Code and Name	Achievements 2025-26
Carbon sequestration	Carbon Sequestration	1.4.1.001 CMAs to explore opportunities and/or deliver initiatives to: • sequester carbon and generate carbon offset credits, and • adapt to climate change and climate variability.	• Strategic Priorities: A core group of staff continued to undertake knowledge building activities relating to natural capital accounting, environmental markets and nature positive outcomes. • Participated in the NRM Regions Australia carbon and environmental markets community of practice. • Strategic Priorities: Commenced development of a North East CMA nature positive business transition roadmap. • Regional Capacity Services (Natural Heritage Trust): Continued to seek opportunities for sustainable agriculture projects and climate-smart decision-making capacity in the region. • Climate Smart Agriculture in north-east Victoria: Provided 12 group grants to a range of Landcare, agricultural and community groups targeting soils, natural assets, pasture and fodder or animal management and farm infrastructure. • Sustainable Agriculture Facilitator: Supported communities across north-east Victoria in managing the impacts of drought conditions and provided information to land managers on emissions reduction and carbon market opportunities through targeted workshops/seminars. • Assisted the Upper Murray community in bushfire recovery and facilitated access to mental health support at drought and bushfire-related events across the Upper Murray region. • Victorian CMAs continued to collectively fund a Climate Change Coordinator to support CMAs, facilitate joint projects, enhance knowledge exchange, and provide coordinated input into policy and program design. The role focused on collaboration, stakeholder engagement, advocacy, project support, and research. • Participated in the New Futures Kiewa-Wodonga Program, codesigning a Landscape and Action and Investment Plan focused on Environmental Market participation. • Commenced a spatial scenario modelling for regional climate adaptation project in collaboration with Climateworks Centre, Deakin University, North East CMA, and Goulburn Broken CMA. The project is exploring ways in which LUTO2 can inform the renewal of the RWS and will serve as a case study for other regional NRM organisations.

Customer, community engagement and partnerships (LOE2)

Table 7 *Ministerial Expectation Achievements 2025-26: Customer, community engagement and partnerships*

Key Performance Area	Sub Key Performance area	Indicator Code and Name	Achievements 2025-26
Engagement and Partnerships (LOE2)	Community Engagement	2.5.1.001 CMAs to continue to build extensive, effective and consistent approaches to community engagement and partnerships in regional planning and implementation and to further the objectives of the *CaLP Act 1994* (Vic).	• OCOC: Maintained North East Catchment Partnership Agreements by coordinating 4 North East NRM Partners Forum meetings for 2025-26. • RCS: Completed mid-term evaluation of the North East RCS. • RWS: Continued development of North East RWS in consultation with the community and an advisory group. • Victorian Landcare Grants: Landcare Grants were administered in line with RCS outcomes. • Strengthening catchment stewardship in North East CMA: Continued to support key partnership elements of the Lower Kiewa Stewardship Project and established a Project Steering Group to continue to support collaborative community-based planning for the King River catchment to address the significant issues of climate change impacts and invasive species on waterways. • Sustainable Agriculture Facilitator: Coordinated industry events, training and networking opportunities for agriculture, with a focus on dry conditions, bushfire impacts and carbon accounting.
		2.5.1.002 CMAs to work collaboratively with organisations and communities to strengthen engagement approaches and capacity.	• North East Native Seed Security Forum established in partnership with North East Landcare to better understand issues around native seed supply in the region, who the stakeholders are and how to improve collaboration and outcomes. • RCS: Coordination of monitoring with partners to understand progress against outcomes and strengthen participation of partners in implementation of the strategy. • Utilisation of project steering committees for all catchment delivery projects to ensure representation of multiple organisations and community groups. The Sustainable Landscapes Advisory Committee is providing governance around the Climate Smart Ag and Drought Resilience Plan, and includes more than 20 members from Local Government, universities, Landcare and industry groups. • Regional Landcare Support: Undertook Landcare capacity building activities, and coordination and administration of quarterly Landcare Network Executive Forums.

Recognise Aboriginal values (LOE3)

Table 8 *Ministerial Expectation Achievements 2025-26: Recognise Aboriginal values*

Key Performance Area	Sub Key Performance area	Indicator Code and Name	Achievements 2025-26
Partnerships with Traditional Owners	Partnerships with Traditional Owners	3.1.1.001 Provide the number of formal partnership agreements with Traditional Owners/ Traditional Owner Groups for water planning and management. 3.1.1.002 Describe the nature of the formal partnership agreements entered into with Traditional Owner Groups for water planning and management.	Entered into 13 formal partnership agreements comprising: • NRM Delivery: – Contracts with 5 Traditional Owner groups to deliver aspects of the Alpine Peatlands and Mountain Pygmy-possum projects. – Partnerships with 4 Traditional Owner groups to deliver projects funded under EC 6. – Partnerships with 2 Traditional Owner groups to participate in the Murray Floodplain Constraints Measures Program. • Environmental Water: – TLaWC environmental water delivery to the King River. – Planning for and delivering environmental water to the Ryans Lagoon Complex with DDAC.
		3.1.1.005 CMAs to demonstrate how Traditional Owners' aspirations and recommendations have influenced water planning, strategies and management.	• OCOC: 3 Traditional Owner Groups regularly participated in the North East NRM Partners Forum. • OCOC: Participated in meetings with Registered Aboriginal Parties to understand the aspirations of Traditional Owner Groups and explore how these can influence NRM decision making. • RWS: In collaboration with Traditional Owner Groups continued the development of the North East RWS. • Environmental Water: Traditional Owners' aspirations for environmental water were captured through the development of the annual Seasonal Watering Proposal process for the VEWH. • NRM Delivery: Significant collaboration undertaken with 6 Traditional Owner groups to deliver 2 Natural Heritage Trust alpine projects. Supporting on Country visits and assessments to inform actions. Formalised partnerships with 4 Traditional Owner groups to delivery project activities in the Upper Mitta Mitta and Ovens Flagship projects from the EC6 program. • Aboriginal Water Officer: Working with 8 Traditional Owner Groups providing support to Aboriginal Water Officers, and to assist groups to influence water-related strategy and decision-making, build partnerships and access funding.

Recognise recreational values (LOE4)

Table 9 *Ministerial Expectation Achievements 2025-26: Recognise recreational values*

Key Performance Area	Sub Key Performance area	Indicator Code and Name	Achievements 2025-26
Engagement processes with community or stakeholders	Recreational values	4.2.1.001 Provide evidence of community engagement processes that identified and considered recreational objectives relating to: • waterway health and environmental land • water planning and management.	• Environmental Water: Documented and discussed recreational values in environmental water planning within the annual Seasonal Watering Proposals. • RWS: Facilitated community workshops across north-east Victoria through which local perspectives on values (including recreational) were gathered. These were documented in an Insights Paper to inform the draft vision and outcomes statements for the RWS. • Upper Ovens Flagship: Enhancing recreational access continues to be one of the project priorities. Input from the Project Steering Group, including Landcare, provides focus areas for specific projects supporting increased recreational access in the Upper Ovens. • Lower Kiewa Catchment Stewardship Project: Community engagement with the Kiewa and Wodonga Urban Landcare Groups, Parklands Albury Wodonga, local fishing clubs and Traditional Owners/First Nations continues to inform recreational values and project priorities. • King River Catchment Stewardship Project: Implementation of priorities for improved recreational values has been identified as a priority for the project. Works have included reducing instream invasive black willows *(Salix nigra)*, planning for community water quality monitoring and planning for better canoe access. • Upper Mitta Mitta Flagship: Project Steering Group members assisted in prioritising areas to increase recreational access to the Upper Mitta Mitta River and tributaries.
Improvements to information sources	Recreational values	4.3.1.001 Provide evidence of actions taken to improve information sources to help recreational users plan their activities.	• Upper Ovens Flagship: Facilitated Two-way information sharing about priority areas for works and management actions with the Project Steering Group which includes community members, Parks Victoria, DEECA, Alpine Shire representatives, Australian Trout Foundation, Landcare, Friends of groups and HVP Plantations. • Upper Mitta Mitta Flagship: Information on planned works and management actions for the Upper Mitta Mitta catchment and its tributaries was communicated to the Project Steering Group, which includes representatives from Friends of the Mitta, Parks Victoria, DEECA, Agriculture Victoria, East Gippsland Shire and other community group representatives. • Communications: Promoted recreational waterway opportunities through NRM Update newsletter, social media channels and traditional media including newspaper and radio interviews. • The River Guardians event was held along the Ovens River in Wangaratta in partnership with Rural City of Wangaratta and utilised several channels of communications to promote the community event.
Collaboration with stakeholders	Recreational values	4.4.1.001 Provide evidence of actions taken to collaborate with other organisations and government agencies to explore and progress opportunities to support recreational objectives.	• OCOC: Collaboration with other organisations and government agencies through the North East NRM Partners Forum to explore and progress opportunities to support recreational objectives. • Upper Ovens Flagship: Sharing of information about planned works and management with Project Steering Group members exploring priority areas to increase recreational access to the Ovens River and tributaries in the Upper Ovens. • Upper Mitta Mitta Flagship: Continued collaboration on the Anglers Rest loop trail concept has resulted in the trail now being completed and officially opened in December 2025 along the Cobungra River near Omeo, alongside implementation of priority actions under the Upper Mitta Mitta Catchment Action Plan.

Resilient and liveable cities and towns (LOE5)

Table 10 *Ministerial Expectation Achievements 2025-26: Resilient and liveable cities and towns*

Key Performance Area	Sub Key Performance area	Indicator Code and Name	Achievements 2025-26
Integrated Water Management (IWM)	Integrated Water Management	5.1.1.006 Actively participate and promote stakeholder collaboration with other organisations through IWM Forums, to help facilitate IWM.	• With funding provided through DEECA's IWM Resourcing Initiative, North East CMA's IWM Officer commenced in March 2026. This position provides capacity to build local partnerships and explore implementation initiatives for improved IWM outcomes. • Active participation through monthly meetings and additional initiative development within the statewide CMA IWM Network. • Participation in the Project Steering Group for the "IWM in development in the North East" project led by North East Water. • Participation in quarterly IWM Practitioners' Forum.
		5.1.1.007 CMAs to participate in the preparation and monitoring the implementation of IWM plans, particularly through prioritising measures to enhance waterway values.	• Attended 4 IWM Practitioners Forum meetings to assist in the preparation of, and monitoring the implementation of, IWM plans in north-east Victoria. • Presented on fishway projects in north-east Victoria at IWM Practitioners' Forum (May 2026). • Attended the following training to build capacity in IWM provided by Clearwater (Vic): – maintenance of water sensitive urban design assets – Street-scale systems – scaled Stormwater Strategies for healthy streams – understanding and applying Victoria's stormwater planning requirements.
		5.1.1.008 CMAs to provide quantitative data to support the narration provided regarding participating in the preparation and monitoring the implementation of IWM plans, particularly through prioritising measures to enhance waterway values.	

Leadership, diversity and culture (LOE6)

Table 11 *Ministerial Expectation Achievements 2025-26: Leadership, diversity and culture*

Key Performance Area	Sub Key Performance area	Indicator Code and Name	Achievements 2025-26
Diversity and inclusion	Diversity and inclusion	6.1.1.001 Is a Diversity Inclusion Plan/s published on entity website (Y/N).	• Yes, the Diversity and Inclusion Plan is embedded in the 5-year Human Resources Strategy, which is published on the North East CMA website.
		6.1.1.005 Percentage of all the staff who complete the VPSC people matter survey.	• The Victorian Public Sector Commission (VPSC) 2025-26 People Matter Survey was completed with a 97% response rate.
		6.1.1.008 Summary of progress against LoE Priority Area Leadership, diversity and culture.	• Implementation of the North East CMA Cultural Competency Framework Action Plan. • Employees acted in higher duties when senior staff members took more than a week of leave. • Career coaching offered to all employees via the Employee Assistance Program provider. • Leadership development opportunities promoted and supported including implementation of *Tools to Thrive Psychosocial workshops* for all leaders in October 2025 and a *Psychosocial Safe Leadership workshop* in November 2025. • 6 employees completed the SBS Inclusion program. • Inclusive Recruitment training modules were developed in our Learning Management System (LMS) for completion by all leaders. • All people leaders completed the on-line training module 'Equal Employment Opportunity for Managers and Supervisors.' • Introduced an 'Aboriginal and Torres Strait Islander Cultural Awareness for Australian Workplaces' training module into the LMS for completion by all new and existing staff. • Diversity and Inclusion objectives from the HR Strategy continue to be achieved through strong employee engagement results in the People Matter Survey. A strong culture of belonging and respect was demonstrated by the 95.9% positive responses to inclusion-related questions. The proportion of employees who identified workplace inclusiveness as a reason they choose to stay with the CMA increased from 47% to 57%. Additionally, 97% of employees reported that they can be themselves at work and feel culturally safe in the workplace. • National NRM Mentoring program: 5 employees are participating in the program as either mentors or mentees. • OCOC Strengthening Local and Regional Partnerships in north-east Victoria: Supported participation in the Alpine Valleys Community Leadership annual program.

Performance and financial management (LOE7)

Table 12 *Ministerial Expectation Achievements 2025-26: Performance and financial management*

Key Performance Area	Sub Key Performance area	Indicator Code and Name	Achievements 2025-26
Delivering efficiencies leading to cost savings	Improved Efficiencies	7.2.1.001 CMAs to provide commentary on strategies undertaken to achieve efficiencies and cost savings.	• Shared services: Worked collaboratively across CMAs to share systems and approaches where feasible. • Vic Catchments: Quarterly participation in meetings by the Chairperson and CEO. • State-wide CMA Forums: CEO led 2 joint CMA Officer forums to support collaboration and performance in the sector. Participation by relevant staff in state-wide forums led by DEECA or other CMAs.
Improve reporting systems and processes	Improved Performance	7.3.1.001 CMAs to collaborate with DEECA (formerly DELWP) to improve reporting systems and processes.	• Catchment Condition Reporting: Coordinated state-wide improvements through the RCS Managers' Forum. • Monitoring programs: Implemented the Australian Government's Long Term Monitoring methods for Natural Heritage Trust funded projects for activities where an exemption was not sought/granted. • Investor Reporting: Maintained high monitoring and data collection standards and met reporting schedule requirements. • Communications: Contributed to the state-wide CMA Actions and Achievements report.

Waterway and catchment health (LOE9)

Table 13 *Ministerial Expectation Achievements 2025-26: Waterway and catchment health*

Key Performance Area	Sub Key Performance area	Indicator Code and Name	Achievements 2025-26
Implementation and reporting of the regional catchment strategy and the regional waterway strategy	Regional Strategies	9.1.1.001 CMAs to coordinate and monitor the implementation of your regional catchment strategy and regional waterway strategy	• RCS: Coordination of monitoring with partners to understand progress against outcomes and strengthen participation of partners in implementation of the strategy. • RWS: Planning and engagement for the renewed strategy commenced in 2025-26 with completion of an insights paper and development of a vision and draft outcomes statements with key stakeholders. Monitoring of the existing strategy continues through delivery of EC6 projects and monitoring programs.
Waterway and Integrated Catchment Management	Integrated Catchment Management	9.2.1.001 CMAs to deliver waterway and integrated catchment management in line with government policies and frameworks.	• Integrated catchment management programs were delivered through EC6 investment in the following programs: – Water Statutory Functions: delivery of key water statutory functions in the community including: ▪ environmental water reserve officer ▪ water statutory functions ▪ floodplain management – Healthy Waterways, Connected Communities, Upper Ovens Flagship and Upper Mitta Mitta Flagship projects. – OCOC stewardship projects in the Lower Kiewa and Upper King River catchments.
Catchment Partnership Agreements	Partnership Agreements	9.3.1.001 Report on Catchment Partnership Agreements for your region in accordance with the Framework for Catchment Partnership Agreements.	• OCOC: The North East NRM Partners Forum met quarterly to strengthen coordination, collaboration and accountability in the implementation of the North East RCS. • OCOC: An annual planning session and an annual partnership evaluation (survey) was undertaken with North East NRM Partners Forum. • OCOC: North East NRM Partners Forum membership continued to be maintained or expanded through Catchment Partnership Agreements.

Water for agriculture (LOE10)

Table 14 *Ministerial Expectation Achievements 2025-26: Water for agriculture*

Key Performance Area	Sub Key Performance area	Indicator Code and Name	Achievements 2025-26
Sustainable Irrigation Practices	Sustainable Irrigation	10.1.1.001 CMAs to provide commentary on actions taken to promote sustainable irrigation management practices to support the growth and viability of regional communities.	• Continued to work with Agriculture Victoria, GMW, and DEECA to deliver the Tranche 6 Environmental Contribution project: Water Wise and Resilient Rural Communities. This program supports irrigators to adapt to a changing climate, improve water use efficiency, and explore innovative approaches to irrigation development and management. It also aims to minimise off-site environmental impacts while balancing the needs of environmental sustainability with recreation and community amenity values. • Published the North East Sustainable Irrigation Plan 2025-2035.
Manage Salinity, Waterlogging and Water quality in Agricultural Areas	Managing Agricultural Areas	10.2.1.001 CMAs to provide commentary on actions taken to plan and coordinate activities to manage salinity, waterlogging and water quality in agricultural areas.	• Sustainable Irrigation: Partnered with Agriculture Victoria to promote best-practice irrigation and deliver extension support to irrigators, improving water and energy efficiency. Activities included irrigation scheduling advice, training, and system assessments. Complementary incentive programs were also delivered to enhance scheduling through soil moisture monitoring, build capacity through targeted training, and support system upgrades and planning to improve overall on-farm irrigation efficiency and reduce waterlogging and salinity. • New Irrigation Developments: Ensured all new irrigation proposals adhered to established development guidelines, with a strong focus on preventing off-site impacts and protecting surrounding environments. This included undertaking soil assessments where appropriate and promoting the adoption of modern, high-efficiency irrigation systems to minimise runoff and waterlogging.
Flexibility for agriculture to continue adapting to change	Adaption to Change	10.3.1.001 CMAs to provide commentary actions taken to improve flexibility for agriculture to continue to adapt to change and help the sector to increase water use efficiency.	• Sustainable Irrigation: Supported 2 climate adaptation planning projects and improved irrigation efficiency in partnership with landholders, industry, and community groups through the Victorian Government's Sustainable Irrigation Program. • Delivered extension services to build irrigators' knowledge, skills, and awareness, enabling adoption of best-practice system design and layout. This included training workshops, targeted extension activities, and incentive programs to support system upgrades and improved on-farm efficiency. • A partnership with the One Basin Cooperative Research Centre (CRC) is also contributing to the development of a 50-year water resource plan, currently being led by North East Water. This work will strengthen understanding of future flow characteristics and water availability under changing climate conditions and evolving population and land use demands.

Customer Data Protection

Activities planned for 2025-26	Achievements 2025-26
Information Security Obligations training and awareness campaign – high risk users	Delayed, pending development and release of training materials from Department of Government Services. Planned for 2026-27.
CMA Incident Response Plan testing	A desktop exercise was undertaken to test the North East CMA Incident Response Plan, based on the scenario of limited fuel availability and/or significantly increased cost of fuel.
Review third-party agreements in relation to security requirements	Continued to strengthen governance and oversight of third-party information systems by incorporating cyber security, privacy and information protection considerations into procurement, contract evaluation and vendor management activities. Further review of existing agreements is scheduled for 2026-27.

Cyber security

Activities planned for 2025-26	Achievements 2025-26
Business email compromise simulation and awareness campaign	Delivered business email compromise and phishing awareness activities to improve staff capability in identifying and responding to cyber security threats. Simulated phishing exercises were undertaken to assess organisational resilience, reinforce secure behaviours, and reduce the risk of email-based fraud and credential compromise.
Security Operations Centre (SOC) deployment	SOC deployed and operational.
Penetration Testing	Planning and scoping for an external penetration test was undertaken during 2025-26, with testing scheduled for completion in 2026-27. The activity will assist in identifying vulnerabilities and validating the effectiveness of existing security controls.

Section 2

Governance and Organisational Structure

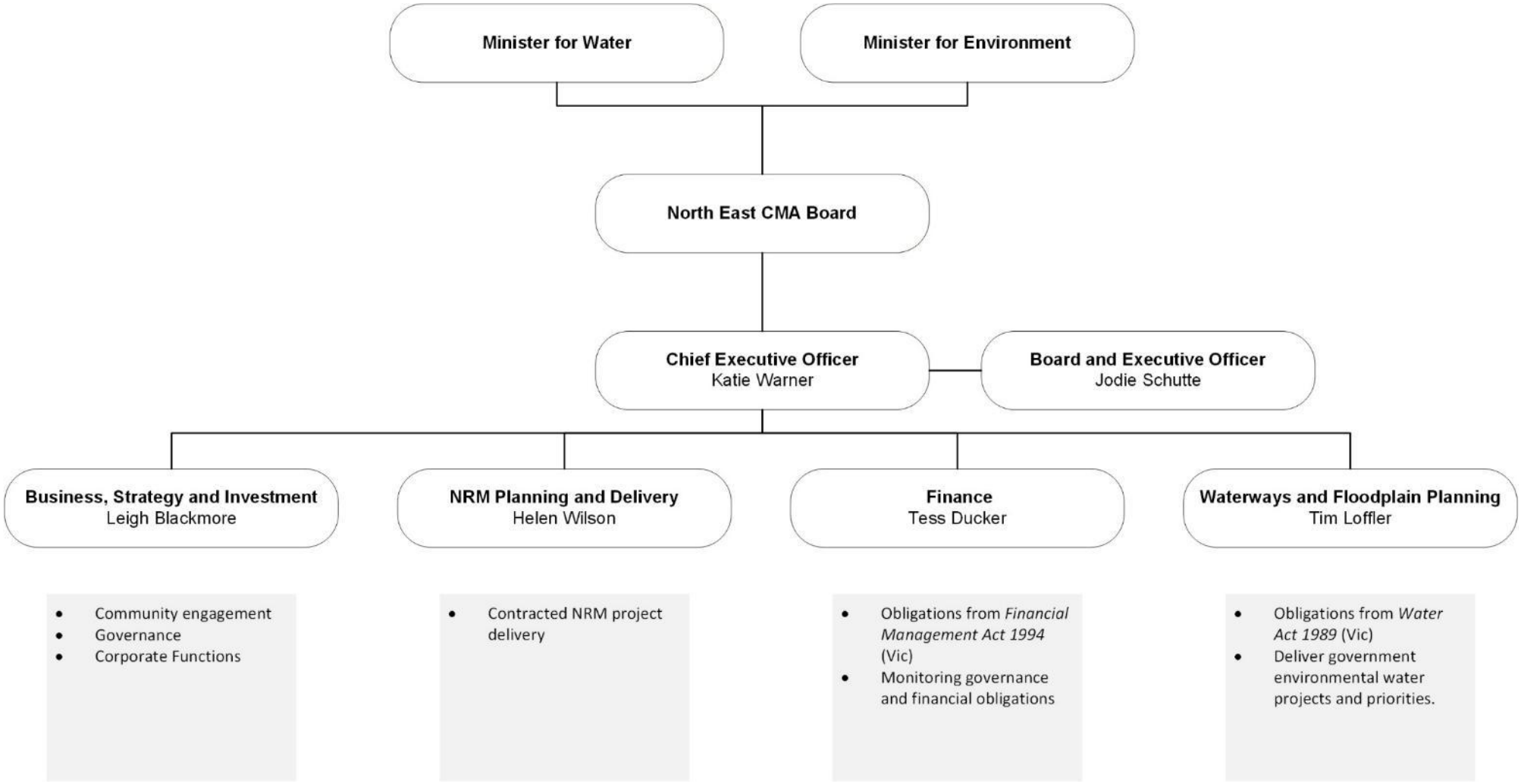
Overview

North East CMA values and upholds good governance practices by:

- enabling open interaction between the Board, its Executive Leadership Team, staff and key stakeholders
- setting strategic direction
- maintaining a robust risk framework including a defined risk appetite
- developing, monitoring and maintaining contemporary policies and procedures for all that we do
- managing the CMA's finances in accordance with the *Financial Management Act 1994* (Vic)
- annual declaration of pecuniary interests by Board members
- maintaining a robust Gifts, Benefits and Hospitality Policy and regular publication of the organisation's Gifts, Benefits and Hospitality Register.

Organisational Structure

Figure 2 *North East CMA organisational structure 2025-26*



Our Board



Luke Wilson | Appointed 2025 | Chairperson October 2025 to June 2026

Luke is an experienced public sector leader and advocate with a long career shaping primary industries and natural resources policy across Victorian, South Australian and Commonwealth governments. He served as Victoria's first Cross Border Commissioner from 2018 to 2024 and received the Public Service Medal in 2025 for services to regional communities. Luke holds qualifications in forest science, economics, management and public leadership. Based in Wodonga, he is also Chairperson of Safe Food Victoria and a board member of the Game Management Authority.



Dr Ashlen Francisco | Appointed 2023 | Deputy Chairperson October 2025 to July 2026

Ash is a published researcher, lecturer and engagement lead at the Dilin Duwa Centre for Indigenous Business Leadership at the University of Melbourne and Melbourne Business School and proud Wiradjuri woman. She has a PhD in NSW Aboriginal History from the Wollotuka Institute at the University of Newcastle, is an inaugural member and Deputy Chair of the Yuma Yirramboi Victorian Aboriginal Economic and Employment Council, and has been a member of Richmond Football Club's reconciliation advisory group since 2020. Ash's experience lies in communications, community engagement, regional development, international relations and tourism. Ash lives and works on Taungurung Country in regional Victoria and is committed to advancing regional business connections and opportunities in north-east Victoria.



Thomas Giltrap | Appointed 2025 | Board member October 2025 to June 2026

Thomas Giltrap is a Wagyu beef cattle producer based in Mitta Mitta, Victoria, where he operates alongside his wife Bonnie and three children. With a strong focus on sustainable grazing systems and feed efficiency, Thomas has introduced innovative forage solutions to improve livestock performance and land management outcomes.

Thomas is a current member of the Young Farmers Advisory Council for Agriculture Victoria, contributing to strategic discussions around the future of farming and rural leadership. He brings practical experience in livestock production, pasture management, and agribusiness, along with a commitment to supporting young people in agriculture.

Thomas holds a Bachelor of Science in Environmental Management and Ecology.



Annaleigh Nash | Appointed 2025 | Board member October 2025 to June 2026

Annaleigh is a lawyer with experience working in community legal work and government litigation. She is deeply involved in local Landcare, having led projects focused on biodiversity conservation, sustainable land use and waterway health. Annaleigh is passionate about grass-roots environmental stewardship and working with First Nations people to honour cultural values and improve land and water outcomes.

Annaleigh is based in North-east Victoria, where she is raising a young family and also has a farm.

She holds qualifications in law, public policy and governance.



Dr Elisa Raulings | Appointed 2023 | Board member July 2025 to June 2026

Elisa is a technical specialist driving evidence-based action for people and nature. Committed to improving Australia's natural capital, Elisa has worked with diverse groups to develop strategies, build partnerships, and deliver on-ground action. Currently the CEO and Founder of an environmental consultancy, she has held roles in academia, government, and non-profits. She holds a PhD and BSc (Honours) from Melbourne University and a Graduate Certificate in Garden Design and is studying Natural Capital Accounting. Elisa serves on the Advisory Board of the Sustainable Floristry Network and is an Associate of the Australian Institute of Company Directors.



Dr Cassandra Schefe | Appointed 2025 | Board member October 2025 to June 2026

Dr Cassandra Schefe is a soil scientist with over 25 years' experience in identifying and addressing soil constraints in agriculture, with expertise and experience spanning from fundamental research through to soil pits and corporate board rooms. Based in north-east Victoria, Cassie works with farmers, industry, and academia to support sustainable agricultural systems, bringing a local to global perspective.

Cassie has authored over 20 scientific journal papers, holds an Adjunct Associate Professor position with Charles Sturt University, and is accredited as both a Certified Professional Soil Scientist (CPSS) by Soil Science Australia, and a FertCare accredited advisor.



Jennifer Wolcott | Appointed 2024 | Board member July 2025 to June 2026

Jennifer has had a long career in the Victorian public sector with a focus on environmental and natural resource management and rural and regional development. Jennifer has led significant policy, legislation, regulatory reform and strategy programs, holding executive positions with Environment Protection Victoria, Parks Victoria, Regional Development Victoria, Emergency Management Victoria and several departments. Jennifer has been a member of the Victorian Coastal Council and Victorian Environment Assessment Council, and a board director of the Royal Botanic Gardens Victoria, Trust for Nature and the Institute of Public Administration Victoria. Jennifer is currently on the board of the Natural Resources Conservation League.

Jennifer has a degree in forest science, is a graduate of the AICD and a fellow of IPAA Victoria.



Graeme Dear | Appointed 2024 | Chairperson July 2025 to September 2025

Graeme has over 40 years' business experience in the public and private sector. He has extensive experience in public sector leadership with roles across health, environment and fisheries.

Graeme was the past CEO of the East Gippsland Catchment Management Authority for 23 years, and is the Chairman of Victorian Fisheries Authority and a Board Director of Parks Victoria.



Brendan Foran | Appointed 2023 | Board member July 2025 to August 2025

Brendan Chairs Green Collar, AustraHort and the Advisory Board at AirSeed. He is a non-executive Director of Landcare Australia, The Talia Institute, and sits on the Australian Government's Nature Repair Committee. He also advises leaders and organisations in the environment sector.

Brendan's previous roles include CEO of Greening Australia, Chair of the Australian Land Conservation Alliance (ALCA), Founding Chair of SeedX and Canopy Nature-Based Solutions, Founding Director of NatureCo, and non-executive director of North East Water and the Gordon Institute.

Brendan holds an MBA, is a Graduate of the Australian Institute Company Directors, a 2011 Rotary Foundation Exchange participant in Iceland and 2016 Harvard Club of Australia fellow.



Donovan Jacka | Appointed 2021 | Board member July 2025 to September 2025

Donovan Jacka is the Executive Director – People and Culture with Benalla Health. For the past 10 years he has lived on a goat farm in Tarrawingee. Between 2013 and 2022 he established and ran a cheese and agri-tourism business. Prior to moving to north-east Victoria, Donovan was employed in a range of senior Industrial Relations and Human Resources positions within the Australian Council of Trade Unions, and the Victorian State Government.

Donovan holds a Graduate Diploma of Industrial Relations, and a Graduate Certificate in Mediation and Conflict Resolution. He is also currently serving on the Board of Alpine Health.



Miriam McGowan | Appointed 2017 | Board member July 2025 to September 2025

Miriam comes from a farming family with 5 generations of history in north-east Victoria. She brings a depth of knowledge and experience to North East CMA with studies in law, management, environment and planning, science and practice in commercial law. She is a supporter of community engagement and enjoys farming with her family in the region.

Image credit: Board member photos by Manifeasto Photography

Board meetings

The Board conducted 6 ordinary meetings during the year.

During 2025-26 the North East CMA Board:

- provided oversight of the RCS delivery
- provided oversight of the development of the RWS
- welcomed 4 new Board members
- reviewed strategic risks
- implemented the strategic plan for the organisation and oversight of initial delivery
- provided input to Victoria's response to the Murray-Darling Basin Plan Review
- reviewed the People Matter Survey and noted actions underway to address results
- undertook ongoing regular review of organisational policies
- participated in Vic Catchments meetings.

As part of good governance, the Board also undertakes an annual review of its performance. The 2024-25 performance review was submitted to the Minister for Water in August 2025.

Pecuniary interests

All Board members completed an annual declaration of private interests and ordinary return, as well as declaring their interests at meetings as required.

Table 15 *Ordinary Board meeting attendance 2025-26*

	Meetings		
Board members	Attended	Eligible to attend	Approved absences
Graeme Dear	1	1	-
Luke Wilson	5	5	-
Dr Ashlen Francisco (Deputy Chair)	5	6	1
Brendan Foran	0	0	-
Thomas Giltrap	5	5	-
Donovan Jacka	1	1	-
Miriam McGowan	0	1	1
Annaleigh Nash	5	5	-
Dr Elisa Raulings	5	6	1
Dr Cassandra Shefe	5	5	-
Jennifer Wolcott	6	6	-

Audit and Risk Committee

The Audit and Risk Committee has a lead oversight role in financial governance, and risk management, compliance, assurance and and financial reporting matters of North East CMA. It is actively involved in monitoring financial and non-financial management compliance issues, particularly in the identification of risk areas and the monitoring of associated rectification plans. The Committee reviews the effectiveness of systems and controls for financial management, performance, sustainability and risk management, and oversees the internal and external audit functions. It also reviews the integrity of the financial and non-financial risk reporting, and internal control structures and assurance processes and provides oversight of the organisations oversees the financial performance, governance and risk management framework. of the entity.

The Audit and Risk Committee gathers and assesses information and provides a focus for the Board in identifying and managing financial strategic risks and opportunities confronting the entity. Its establishment supports the Board's own performance in the discharge of its financial governance, audit and risk and oversight responsibilities.

Membership

Members are appointed by the Board, for up to a 2-year term, and are subject to the committee's Charter. Where indicated, committee members are independent in accordance with the Standing Directions of the Minister for Finance under the *Financial Management Act 1994* (Vic).

Meetings

Meetings are held at least quarterly and at any other time on request of a committee member or the internal or external auditor. In 2025-26 the committee met 4 times.

Major tasks 2025-26

Tasks undertaken by the committee during the year were:

- reviewed effectiveness of systems and controls
- reviewed implementation actions on all new internal and external audit recommendations
- reviewed and monitored compliance with *Financial Management Act 1994* (Vic)
- reviewed the following policies and recommended same to Board for approval:
  - Finance Policy
  - Fraud, Corruption and Other Losses Policy
  - Asset Management Accountability Policy
  - Risk Management Policy
  - Financial Delegated Levels of Authority Policy
  - Business Continuity Policy
  - Instrument of Delegation Policy
- reviewed the committee's Charter and recommended it to Board for approval
- reviewed and noted or ratified the Board Chairperson's business expenses
- oversaw the internal audit function, including undertaking a performance assessment and appointment process
- reviewed the Annual Financial Management and Compliance Framework Internal Audit and the VMIA Risk Maturity Benchmark Self-Assessment
- reviewed financial management reports
- reviewed and recommended to the Board the 2024-25 Annual Financial Statements
- oversaw the external audit function
- reviewed and discussed the annual audit 2024-25 with the VAGO Agent including in-camera discussion
- reviewed the Strategic Internal Audit Plan 2025-28
- undertook a self-assessment of the committee's performance for the 2025-26 year.

Table 16 *Audit and Risk Committee membership, terms and meeting attendance 2025-26*

Name	Position	Term	Attended	Eligible to attend
Donovan Jacka	Chairperson (Independent)	1 Jul 2025 to 30 Sep 2025	1	1
Jennifer Wolcott	Chairperson (Independent)	22 Oct 2025 to 30 Jun 2026	3	3
Brendan Foran	Member (Independent)	1 Jul 2025 to 18 Aug 2025	0	0
Elisa Raulings	Member (Independent)	1 Jul 2025 to 30 Jun 2026	4	4
Dr Cassandra Shefe	Member (Independent)	22 Oct 2025 to 30 Jun 2026	3	3
Aswin Kumar	External (Independent)	1 Jul 2025 to 30 Jun 2025	3	4

Remuneration Committee

The role of the Remuneration Committee is to make recommendations to the Board on matters relating to the compensation, remuneration and performance monitoring of the Chief Executive Officer. The Remuneration Committee also provides oversight of policies relating to human resources matters, particularly those policies relating to the recruitment and remuneration of the CEO and senior managers.

Membership

Members are appointed by the Board, for up to a 2-year term, and are subject to the committee's Charter.

Meetings

In 2025-26 the committee met 4 times.

Major tasks 2025-26

Tasks undertaken by the committee during the year were:

- CEO performance oversight
- review and endorsement of targets
- annual review against targets and endorsement to Board
- ensure compliance with the Public Entity Executive remuneration (PEER) policy
- reviewed the following policies:
  - Equal Employment – Discrimination Harassment and Bullying Policy
  - Work Health, Safety and Environment Policy.

Table 17 *Remuneration Committee membership, terms and meeting attendance 2025-26*

Name	Position	Term	Attended	Eligible to attend
Graeme Dear	Chair	1 Jul 2025 to 30 Sep 2025	1	1
Luke Wilson	Chair	1 Oct 2026 to 30 Jun 2026	3	3
Dr Ashlen Francisco	Member	1 Jul 2025 to 30 Jun 2026	3	4
Donovan Jacka	Member	1 Jul 2025 to 30 Sep 2025	1	1
Miriam McGowan	Member	1 Jul 2025 to 30 Sep 2025	0	1
Annaleigh Nash	Member	22 Oct 2025 to 30 Jun 2026	3	3
Thomas Giltrap	Member	22 Oct 2025 to 30 Jun 2026	3	3

Annual attestation of Financial Management Compliance

The Standing Directions of the Minister for Finance (Directions) clause 5.1.4 requires North East CMA to provide an annual attestation of financial management compliance with all applicable requirements of the *Financial Management Act 1994* (Vic), the Directions and the associated instructions supporting the Directions.

The Board undertakes an annual assessment of compliance that is reviewed by the Audit and Risk Committee. The Internal Auditors undertake a detailed review of North East CMA's compliance using a rolling 3-year plan, overseen by the Audit and Risk Committee and reports to the Board on its findings and recommendations.

The 2025-26 Internal Audit Review findings had no material compliance deficiencies noted.

The Attestation was passed by formal motion of the Board on 25 August 2026.

North East CMA - Financial Management Compliance Attestation Statement

I, Luke Wilson, on behalf of the Responsible Body, certify North East CMA has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* (Vic) and Instructions.

The Board and the Audit and Risk Committee verifies this assurance.

Signed: 

Date: 25 August 2026

Name: Luke Wilson, PSM

Position: Chairperson

Compliance

Table 18 *North East CMA's performance of statutory responsibilities as a Victorian State Authority and employer*

Legislation or Policy	Board's Major Tasks	2025-26 Issues and Status
Catchment and Land Protection Act 1994 **(Vic)**	Prepare, coordinate, monitor and review RCS	RCS for 2021-2027 was coordinated and monitored during 2025-26.
	Submit to Minister and Council by the prescribed date: 'A report on the condition and management of land and water resources in the region and carrying out of its functions.'	2024-25 Annual Report submitted on time. 2025-26 Annual Report on schedule.
	Corporate Plan to be submitted to the Minister under the *Catchment and Land Protection Act 1994* (Vic) by 30 June 2025.	2024-25 Corporate Plan submitted to Minister by 30 June 2025.
	Members declare new interests at each Board meeting and document these in the Register of Interests.	Declarations of private interests and ordinary returns were duly completed by relevant directors and officers of North East CMA and are available for inspection.
	Ensure meeting procedures of authorities are followed.	North East CMA Board adopts: • Code of Conduct for Directors of Victorian Public Entities • Governance Guidance provided by DEECA • DEECA model policy: Meetings and Decisions. Board meeting minutes are available by application under the *Freedom of Information Act 1982.* (Vic).
Water Act 1989 **(Vic)**	Corporate Plan made available for inspection.	A copy of the current Corporate Plan is available for inspection during business hours at the main office of North East CMA at Level 1, 104 Hovell Street, Wodonga, or on the CMA's website (www.necma.vic.gov.au).
	The *Trustee Act 1958* (as referenced in the *Water Act 1989)* requires a trustee (the Board) to act as a prudent person would in managing the affairs of other persons, including reviewing the performance of the organisations investments at least once per year. The *Financial Management Act 1994 (2018 Directions)* (Vic) requires General Government agencies to hold all working capital in the Centralised Banking System (CBS). The CBS enables working capital held by agencies across the State's balance sheet to be managed more efficiently providing significant gains for Victoria.	The Board receives a report detailing the organisation's financial position at each ordinary Board meeting. North East CMA is required to invest surplus funds held in deposits at call with the State Government CBS in compliance with the Standing Directions 2018 under *Financial Management Act 1994 (2018 Directions*) (Vic).
Public Administration Act 2004 **(Vic)**	Ensure operations of Board comply with the *Public Administration Act 2004* (Vic) and that North East CMA is compliant with the associated values and employment principles by adopting employment policies that are consistent with the Act.	Policies and procedures were adhered to, ensuring that obligations and best practice approaches were built into current operations and practices. North East CMA continues to be committed to the principles of equal employment opportunity (EEO) and to applying merit and equity principles when appointing staff. The selection processes ensure that applicants are assessed and evaluated fairly and equitably on the basis of the key selection criteria and other accountabilities without discrimination.
Environmental Protection and Biodiversity Conservation Act 1999 **(Cth)**	Provide for the protection of the environment and promote ecologically sustainable development through the conservation and ecologically sustainable use of natural resources and promote the conservation of biodiversity.	All works have a process which assesses the works against this Act. North East CMA and its partners have complied with all requirements.

Legislation or Policy	Board's Major Tasks	2025-26 Issues and Status
***Public Interest Disclosures Act 2012* (Vic)**	Include information about how to access the procedures in the Annual Report.	North East CMA's Public Interest Disclosure Act Policy and Procedure are available to the public via the website: www.necma.vic.gov.au/About-Us/Who-We-Are/Legislation
***Financial Management Act 1994* (Vic)**	Undertake review of its annual operations and advise the Minister regarding compliance with Financial Management Compliance Framework.	Review of compliance with Financial Management Compliance Framework completed and submitted annually.
***Environmental Protection Act 2017* (Vic)**	The Board will report any actions taken to implement their responsibilities as per the State Environment Protection Policy (Waters) and Schedules, so the Environment Protection Authority can then report to the community.	North East CMA continues to undertake and report on activities against the RCS, RWS, Seasonal Environmental Watering Plan and Regional Floodplain Management Strategy.
***Flora and Fauna Guarantee Act 1988* (Vic)**	Conserve the catchment's communities of flora and fauna and manage potentially threatening processes and educate the community in the conservation of flora and fauna.	North East CMA continues to support the implementation of action statements and recovery plans for threatened flora and fauna by DEECA.
***Planning and Environment Act 1987* (Vic), *Subdivision Act 1988* (Vic), *Building Regulations 2004* (Vic), *Water Act 1989* (Vic), *Mineral Resources (Sustainable Development) Act 1990* (Vic)**	North East CMA has delegated floodplain management functions and is the floodplain management authority under the *Planning and Environment Act 1987* (Vic), *Subdivision Act 1988* (Vic) *and Building Regulations 2004* (Vic) where various types of application for development are referred. Functions require direct advice to be provided to any agency or person under the *Water Act 1989* (Vic). North East CMA is a referral authority for applications from Department of Economic Development, Jobs, Transport and Resources (*Mineral Resource Act (Sustainable Development) 1990* (Vic)) for work plans on floodplain areas. North East CMA is a referral authority from regional water authorities under the *Water Act 1989* Section 67 licences for dams on waterways and for permits/ licences to landowners to carry out works or activities on waterways.	Provided advice (109) and responses (170) to local government authorities and agencies on waterway and floodplain related referrals, policy, and strategy to protect public and private assets and waterway health and provided advice and issued 129 Works on Waterway Permits to protect waterway health.
***Privacy and Data Protection Act 2014* (Vic)**	Ensure compliance with the 10 Information Privacy Principles. Ensure a protective data security regime is in place and monitored regularly.	North East CMA has reviewed the Privacy Policy (in accordance with the Act) on how personal information is stored and under what circumstances it can be accessed or released to third parties. North East CMA operates a centralised electronic records management system. Hard copy documents are retained offsite. Note: records no longer in use or required to be retained are transferred to the Public Records Office or destroyed in accordance with the *Public Records Act 1973* (Vic) as appropriate.
***Forests Act 1958* (Vic)**	Liaise with the Department of Energy, Environment, and Climate Action as required.	For waterways in areas managed by DEECA under the Act, where DEECA applied to the CMA for access to waterways and crossings, the CMA responded in accordance with the Waterway Protection By-law.
***Aboriginal Heritage Act 2006* (Vic)**	Ensure the use of cultural heritage management plans for certain development plans or activities and interact with registered Aboriginal parties to evaluate management plans, advise on permit applications and enter into cultural heritage agreements.	North East CMA applies diligence regarding the requirements of the Act. Cultural heritage management procedures are in place and are followed to manage any risks.

Legislation or Policy	Board's Major Tasks	2025-26 Issues and Status
***Building Act 1993* (Vic)**	Ensure compliance with guidelines for the construction and maintenance of public authority buildings.	North East CMA complies with the building and maintenance provisions under the *Building Act 1993* (Vic).
Competitive Neutrality Policy	Ensure competitive neutrality is applied where services compete, or potentially compete, with the private sector. Ensure continued compliance with the policy, including compliance with the requirements of the policy statement, Competitive Neutrality Policy Victoria and any subsequent reforms.	North East CMA continues to comply with the requirements of the Competitive Neutrality Policy (Vic). The CMA meets its requirements on competitive neutrality reporting for technological based businesses against the enhanced principles as required under the Competition and Infrastructure Reform Agreement.
***Equal Opportunity Act 2010* (Vic)**	To ensure policies are in place to create an organisational culture that is free from discrimination, sexual harassment and victimisation, and protecting the right to equality.	North East CMA has policies and procedures in place to eliminate discrimination, sexual harassment and victimisation, to the greatest possible extent, and to promote and protect the right to equality.
***Country Fire Authority Act 1958* (Vic)**	Ensure the CMA works with other related organisations to assist in the control, prevention and suppression of fires within the Catchment.	North East CMA has adhered to policies relating to waterway operations that comply with the *Country Fire Authority Act 1958* (Vic) and reduce fire risk.
***Local Jobs First Act 2003* (Vic)**	The *Local Jobs First Act 2003* (Vic) was introduced in August 2018 and brings together the Victorian Industry Participation Policy and Major Project Skills Guarantee (MPSG) Policy which were previously administered separately. North East CMA is required to apply the Local Jobs First policy in all projects valued at $3 million or more in Metropolitan Melbourne or for state-wide projects, or $1 million or more for projects in regional Victoria. MPSG applies to all construction projects valued at $20 million or more.	During 2024-25 and 2025-26 North East CMA commenced no new Local Jobs First Standard projects.
***Occupational Health and Safety Act 2004* (Vic)**	Review and consider reported Occupational Health and Safety (OHS) issues at each Board meeting and in Annual Report. Quarterly report of measurable OHS targets to the Audit and Risk Committee.	North East CMA continues to provide regular OHS Board updates to ensure transparency and oversight of risk management activities. These updates include progress on current initiatives, emerging risks, and actions taken to address them with a focus on continuous improvement to strengthen OHS risk management.
***Fair Work Act 2009* (Cth)**	Ensure compliance with the Award system which provides a minimum set of terms and conditions for North East CMA employees.	Current Enterprise Agreement is valid until 9 November 2025, ensuring compliance with the Victorian State Government Agencies Award and provision of an agreed minimum set of terms and conditions for North East CMA employees.
Government Advertising Expenditure	Ensure disclosure of government advertising expenditure under FRD 22I	North East CMA's government campaign expenditure in the 2025-26 reporting period did not exceed $100,000.
Victorian Government Risk Management Framework ***Victorian Managed Insurance Authority Act 1996* (Vic)**	Attestation by accountable officer in annual report which ensures that requirement is built into corporate planning and reporting processes.	The attestation that North East CMA has complied with Ministerial Standing Direction 3.7.1 Risk Management Framework and Processes has been completed.
DataVic Access Policy (2012)	Ensure compliance with the Policy.	North East CMA has not published any datasets to DataVic during 2025-26.
Gifts, benefits and hospitality policy framework	Ensure the Victorian Government Framework requiring employees to record gifts, benefits and hospitality offered to them in their capacity at North East CMA is followed.	The policy is in line with the DEECA model policy and the VPSC model policy. All staff and Board are required to comply with the policy and record any benefits on the Gifts, Benefits and Hospitality Register. An extract of the register is regularly published to the North East CMA website.

Legislation or Policy	Board's Major Tasks	2025-26 Issues and Status
***Charter of Human Rights and Responsibilities Act 2006* (Vic)**	Ensure the CMA acts consistently with charter rights when making decisions, developing policies and providing services.	During 2025-26 all staff have been required to complete mandatory training on the *Charter of Human Rights and Responsibilities Act 2006* (Vic).
***Traditional Owner Settlement Act 2010* (Vic)**	Ensure the CMA complies with the legislation.	Processes are in place to seek the appropriate approvals and undertake consultation to ensure compliance with the relevant Recognition and Settlement Agreements and Land Use Activity Agreements in operation in north-east Victoria.
***Foreign Relations (state and territories arrangements) Act 2020* (Vic)**	Ensure the CMA complies with the legislation.	Compliance obligations under the *Foreign Relations (state and territory arrangements) Act 2020* (Vic) have been met.

Freedom *of Information Act 1982* (VIC)

The *Freedom of Information Act 1982* (Vic) (the FOI Act) allows the public a right of access to documents held by North East CMA. The purpose of the FOI 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 FOI Act.

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

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

The FOI Act was amended on 1 September 2017 to reduce the FOI processing time for requests received from 45 to 30 days. However, when external consultation is required under ss29, 29A, 31, 31A, 33, 34 or 35, the processing time automatically reverts to 45 days. Processing time may also be extended by periods of up to 30 days, in consultation with the applicant. With the applicant's agreement this may occur any number of times. However, obtaining an applicant's agreement for an extension cannot occur after the expiry of the timeframe for deciding a request.

If an applicant is not satisfied by a decision made by North East CMA, under s 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 can be obtained through a written request to North East CMA's FOI officer, as detailed in s 17 of the *Freedom of Information Act 1982* (Vic).

From 1 July 2026, an application fee of $34.50 applies to all FOI applications. Access charges may also be payable for the search or creation of documents.

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

Additional guidance on FOI Requests, types of documents held, and an FOI Application Form, is available from North East CMA's website (www.necma.vic.gov.au/About-Us/Freedom-of-Information)

Requests for documents in the possession of North East CMA should be addressed to:

FOI Officer
PO Box 616
Wodonga Victoria 3689

Phone 1300 216 513

E-mail necma@necma.vic.gov.au

FOI Statistics / Timeliness

During 2025-26, North East CMA received 2 valid FOI requests. These applications were from the general public. Of these two requests:

- one was transferred to the Department of Transport and Planning
- one was not yet finalised as at 30 June 2026.

North East CMA made zero FOI decisions during the 12 months ended 30 June 2026.

During 2025-26, zero requests were subject to a complaint/internal review by OVIC, and zero requests were appealed to the Victorian Civil and Administrative Tribunal.

Additional information available on request

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 North East CMA and are available (in full) on request, subject to the provisions of the *Freedom of Information Act 1982* (Vic):

- details of publications produced by North East CMA about itself and how these can be obtained
- details of any major external reviews carried out on North East CMA
- details of any major research and development activities undertaken by North East CMA
- details of major promotional, public relations and marketing activities undertaken by North East CMA to develop community awareness of the agency and its services.

The information is available on request from:

FOI Officer
PO Box 616
Wodonga Victoria 3689

Phone 1300 216 513

E-mail necma@necma.vic.gov.au

Additional information included in annual report

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

- assessments and measures undertaken to improve the occupational health and safety of employees (on pages 78-80)
- a statement on industrial relations within North East CMA (on pages 78-80)
- a list of North East CMA's major committees, the purposes of each committee, and the extent to which the purposes have been achieved (on pages 55-56)
- a statement of completion of declarations of pecuniary interests by relevant officers (on page 54)
- changes in fees or charges applies only to changes in the Freedom of Information application fee (see page 62).

The following information is not relevant to North East CMA for the reasons set out below:

- a declaration of shares held by senior officers (No shares have ever been issued in North East CMA)
- Details of overseas visits undertaken (No board members or employees took overseas work related trips).

Further Information

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

Building Act 1993 (Vic)

North East CMA owns or controls 2 government buildings located at 25 Ward Lane Everton and 10 Banool Road Tallangatta, and consequently is required to include a statement on its compliance with the building and maintenance provisions of the *Building Act 1993* (Vic) in relation to those buildings.

North East CMA requires that appropriately qualified consultants and contractors are engaged for all proposed works on land controlled by North East CMA and that their work and services comply with current building standards. All such consultants and contractors are expected to have appropriate mechanisms in place to ensure compliance with the building and maintenance provisions of the *Building Act 1993* (Vic), *Building Regulations 2018* (Vic) and the *National Construction Code*.

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

In 2025-26:

Number of major works projects undertaken (>$50,000)	0
Number of building permits, occupancy permits or certificate of final inspection issued in relation to buildings owned	0 building permits 0 occupancy permits 0 certificates of occupancy
Number of emergency orders and building orders issued in relation to buildings	0 emergency orders 0 building orders
Number of buildings that have been brought into conformity with building standards during the year.	0 buildings brought into conformity

Major contracts

North East CMA did not award any major contracts (valued at $10 million or more) during 2025-26.

Government advertising expenditure

North East CMA government advertising campaign expenditure in the 2025-26 reporting period did not exceed $100,000.

Consultancy Expenditure

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

In 2025-26, there were 13 consultancies where the total fees payable to the consultants were $10,000 or greater. The total expenditure incurred during 2025-26 in relation to these consultancies was $557,024 (excl. GST).

Details of individual consultancies are outlined at www.necma.vic.gov.au.

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

In 2025-26, there were 15 consultancies engaged where the total fees payable to the consultants were less than $10,000. The total expenditure incurred in relation to these consultancies was $34,222 (excl. GST).

Capital Projects

North East CMA does not manage any capital projects with a total investment greater than $10 million.

Significant changes or factors affecting performance

In 2025-26 there were no significant changes or factors affecting performance.

Information and Communication Technology (ICT) Expenditure

For the 2025-26 reporting period, North East CMA had a total ICT expenditure of $524,265 with the details shown in **Table 19** below.

ICT expenditure refers to North East CMA's costs in providing business-enabling ICT services. It comprises Business as usual (BAU) ICT expenditure and non-Business as usual (NonBAU) ICT expenditure. NonBAU ICT expenditure relates to extending or enhancing the CMA'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.

Table 19 *ICT expenditure by North East CMA 2025-26*

All operational ICT Expenditure	ICT Expenditure relating to projects to create or enhance ICT capabilities		
Business as usual (BAU) ICT expenditure (Total)	Non BAU ICT expenditure (Total = Operational expenditure + Capital expenditure)	Operational expenditure	Capital expenditure
$504,842	$19,423	$15,703	$3,720

Disclosure of grants payments

North East CMA provided assistance to certain companies and organisations for activities like revegetation and regeneration of native vegetation, eradication and control of invasive plants and animals, support of capacity building initiatives and education and awareness raising activities. Awarding of funding followed strict probity guidelines. Financial assistance provided in 2025-26 was as follows:

Continuing to Uncover the Ovens EC6

Organisation	Description	Amount $
Bangerang Aboriginal Corporation	Healthy waterways	42,160

Fast Tracking Council Flood Planning

Organisation	Description	Amount $
City of Wodonga	Reduce the impact and assist recovery from natural disasters	26,000

NHT – Climate Smart Agriculture

Organisation	Description	Amount $
Benambra Dinner Plain Omeo Landcare Group	Productive, sustainable and adaptive land management	9,953
Boorhamm Landcare Group	Productive, sustainable and adaptive land management	10,227
Burgoigee Creek Landcare Group	Productive, sustainable and adaptive land management	15,000
Chestnuts Australia Inc.	Productive, sustainable and adaptive land management	20,000
Edi-Black Range Catchment Group	Productive, sustainable and adaptive land management	5,000
Greta Valley Landcare Group	Productive, sustainable and adaptive land management	17,000
Indigo Shire Council	Productive, sustainable and adaptive land management	20,840
Mitta to Murray Landcare	Productive, sustainable and adaptive land management	20,000
The Winemakers of Rutherglen INC	Productive, sustainable and adaptive land management	20,000
Upper Murray Landcare Network	Productive, sustainable and adaptive land management	19,700
Victorian No-Till Farmers Association	Productive, sustainable and adaptive land management	10,000
Wodonga Urban Landcare Network Inc	Productive, sustainable and adaptive land management	15,000

NHT – Sustainable Agriculture Facilitator

Organisation	Description	Amount $
Murrindindi Shire Council	Productive, sustainable and adaptive land management	5,735.70

OCOC Strengthening Catchment Stewardship in North East CMA

Organisation	Description	Amount $
Kiewa Catchment Landcare Group	Communities and individuals contributing to catchment health	10,295
Duduroa Dhargal Aboriginal Corporation	Communities and individuals contributing to catchment health	25,000

OCOC Strengthening Local and Regional Partnerships in NECMA

Organisation	Description	Amount $
Wimmera Catchment Management Authority	Communities and individuals contributing to catchment health	20,000

Regional Drought Resilience Plan Implementation

Organisation	Description	Amount $
Alpine Valleys Community Leadership Ltd	Productive, sustainable and adaptive land management	51,000
Australian National University	Productive, sustainable and adaptive land management	20,825
Burgoigee Cree Landcare Group	Productive, sustainable and adaptive land management	8,667
Gecko CLaN Landcare Network	Productive, sustainable and adaptive land management	12,133
Kiewa Catchment Landcare Group	Productive, sustainable and adaptive land management	76,763

Organisation	Description	Amount $
University of Melbourne	Productive, sustainable and adaptive land management	50,150
Up2Us Landcare Alliance	Productive, sustainable and adaptive land management	49,565

Regional Landcare Support in NE 2025-27

Organisation	Description	Amount $
Kiewa Catchment Landcare Group	Communities and individuals contributing to catchment health	2,884
Mid Ovens Landcare Consortium Inc	Communities and individuals contributing to catchment health	1,000
Ovens Landcare Network Inc	Communities and individuals contributing to catchment health	1,000
Rutherglen Landcare Group	Communities and individuals contributing to catchment health	1,000
Swamps Rivers & Ranges Inc	Communities and individuals contributing to catchment health	1,582
Wodonga Urban Landcare Network Inc	Communities and individuals contributing to catchment health	1,000

River Detectives Cultural Support 2025

Organisation	Description	Amount $
Bangerang Aboriginal Corporation	Communities and individuals contributing to catchment health	4,550
Jaithmathang Traditional Ancestral Bloodline Original Owners	Communities and individuals contributing to catchment health	3,750

Sustainable Irrigation in the North East

Organisation	Description	Amount $
Carlyle Irrigators Co-Operative Society Limited	Productive, sustainable and adaptive land management	12,357
Dalbrosco Bros Partnership	Productive, sustainable and adaptive land management	3,886
MJ & SL Milne	Productive, sustainable and adaptive land management	652
Stanton and Killeen Wines	Productive, sustainable and adaptive land management	3,550
TAFCO Rural Supplies	Productive, sustainable and adaptive land management	19,500
Warrabilla Wines	Productive, sustainable and adaptive land management	4,000

Upper Mitta Mitta Flagship

Organisation	Description	Amount $
Aboriginal Cultural Heritage Education (ACHE)	Healthy waterways	24,500
Benambra Dinner Plain Omeo Landcare Group	Healthy waterways	10,000
Nindi Ngujarn Ngarigo Monero Aboriginal Corporation	Healthy waterways	2,500

Victorian Landcare Grant 2022-23

Organisation	Description	Amount $
Myrtleford & District Landcare & Sustainability Group	Communities and individuals contributing to catchment health	2,214

Victorian Landcare Grants 2023-24

Organisation	Description	Amount $
Carboor/ Bobinawarrah Landcare Group	Communities and individuals contributing to catchment health	500
Myrtleford & District Landcare & Sustainability Group	Communities and individuals contributing to catchment health	1,281

Victorian Landcare Grants 2024-25

Organisation	Description	Amount $
Beechworth Urban Landcare and Sustainability	Communities and individuals contributing to catchment health	500
Bryants Gap District Landcare Group	Communities and individuals contributing to catchment health	2,946
Jarvis Creek Landcare Group Inc	Communities and individuals contributing to catchment health	3,000
Kiewa Catchment Landcare Group	Communities and individuals contributing to catchment health	4,340

Organisation	Description	Amount $
Milawa Markwood Oxley Landcare Group	Communities and individuals contributing to catchment health	500
Mitta to Murray Landcare Inc	Communities and individuals contributing to catchment health	500
Mitta Valley Landcare	Communities and individuals contributing to catchment health	3,000
Myrtleford & District Landcare & Sustainability Group	Communities and individuals contributing to catchment health	500
Parklands Albury Wodonga	Communities and individuals contributing to catchment health	3,000
Rutherglen Landcare Group	Communities and individuals contributing to catchment health	3,000
Stanley Landcare Group	Communities and individuals contributing to catchment health	3,000
Swamps Rivers & Ranges Inc	Communities and individuals contributing to catchment health	1,884
Talgarno Landcare Incorporated	Communities and individuals contributing to catchment health	3,000
Upper Ovens Valley Landcare Group Inc.	Communities and individuals contributing to catchment health	500
Warby Range Landcare Group	Communities and individuals contributing to catchment health	500
Whorouly Landcare Group	Communities and individuals contributing to catchment health	500
Wodonga to Cudgewa Rail Trail Advisory Committee Inc	Communities and individuals contributing to catchment health	500
Wodonga Urban Landcare Network Inc	Communities and individuals contributing to catchment health	5,504

Victorian Landcare Grants 2025-26

Organisation	Description	Amount $
Beechworth Urban Landcare and Sustainability	Communities and individuals contributing to catchment health	10,838
Benambra Dinner Plain Omeo Landcare Group	Communities and individuals contributing to catchment health	500
Bethanga Landcare Group	Communities and individuals contributing to catchment health	500
Bryants Gap District Landcare Group	Communities and individuals contributing to catchment health	500
Burgoigee Creek Landcare Group	Communities and individuals contributing to catchment health	500
Chiltern Landcare Group Inc.	Communities and individuals contributing to catchment health	500
Cudgewa Creek Landcare Group	Communities and individuals contributing to catchment health	500
Edi-Black Range Catchment Group	Communities and individuals contributing to catchment health	500
Friends of Chiltern-Mt Pilot National Park	Communities and individuals contributing to catchment health	500
Friends of Warby-Ovens National Park	Communities and individuals contributing to catchment health	500
Greta Valley Landcare Group	Communities and individuals contributing to catchment health	14,760
Honeysuckle Spring Creek Landcare	Communities and individuals contributing to catchment health	17,000
Indigo Creek Landcare Group Inc	Communities and individuals contributing to catchment health	16,997
Jarvis Creek Landcare Group Inc	Communities and individuals contributing to catchment health	17,000
Kiewa Catchment Landcare Group	Communities and individuals contributing to catchment health	34,302
King Basin Landcare Group Inc	Communities and individuals contributing to catchment health	500
Mid Ovens Landcare Consortium Inc	Communities and individuals contributing to catchment health	4,735
Milawa Markwood Oxley Landcare Group	Communities and individuals contributing to catchment health	5,823
Mitta Valley Landcare	Communities and individuals contributing to catchment health	17,000
Mudgegonga & Dist L/Care Group	Communities and individuals contributing to catchment health	500
Myrtleford & District Landcare & Sustainability Group	Communities and individuals contributing to catchment health	6,462
Our Native Garden	Communities and individuals contributing to catchment health	500
Parklands Albury Wodonga	Communities and individuals contributing to catchment health	17,000
Rutherglen Landcare Group	Communities and individuals contributing to catchment health	14,535
Springhurst & Byawatha Hills Landcare	Communities and individuals contributing to catchment health	500
Stanley Landcare Group	Communities and individuals contributing to catchment health	500

Organisation	Description	Amount $
Swamps Rivers & Ranges Inc	Communities and individuals contributing to catchment health	500
Talgarno Landcare Incorporated	Communities and individuals contributing to catchment health	17,000
Upper Murray Landcare Network	Communities and individuals contributing to catchment health	15,595
Upper Ovens Valley Landcare Group Inc.	Communities and individuals contributing to catchment health	500
Wangaratta Landcare & Sustainability	Communities and individuals contributing to catchment health	5,806
Warby Range Landcare Group	Communities and individuals contributing to catchment health	500
Whorouly Landcare Group	Communities and individuals contributing to catchment health	500
Wodonga Urban Landcare Network Inc	Communities and individuals contributing to catchment health	37,790
Wooragee Landcare Group	Communities and individuals contributing to catchment health	500

Water Resource Plan Implementation 2019-20

Organisation	Description	Amount $
Duduroa Dhargal Aboriginal Corporation	Healthy waterways	2,162
Yorta Yorta Nation Aboriginal Corporation	Healthy waterways	2,509
Gunaikurnai Land & Waters Aboriginal Corporation	Healthy waterways	3,073
Nallawilli Bunjil Pty Limited	Healthy waterways	663
Konermar Buller Jaithmatang Pty Ltd	Healthy waterways	2,073

Wise Waterways 2025

Organisation	Description	Amount $
Water Wise Ways Workshops Inc	Communities and individuals contributing to catchment health	6,000

Disclosure of Sponsorship Payments

North East CMA purchases sponsorship (rights and benefits delivered through association with a sponsored organisation's name, products, services or activities) related to sustainable natural resource management outcomes and the implementation of the RCS. All sponsorship arrangements entered into by the CMA are in alignment with the CMA's Provision of Sponsorship Management Procedure and the Victorian Government's Sponsorship Policy. In 2025-26, the following sponsorship arrangements were entered into:

Table 20 *Sponsorships provided by North East CMA in 2025-26*

Organisation	Amount $
Charles Sturt University: Academic Prize	400
La Trobe University: Academic Prize	500
Alpine Valleys Community Leadership Ltd: Annual Program Scholarship	9,000

Emergency Procurement disclosure

In 2025-26, North East CMA activated Emergency Procurement on one occasion in accordance with the requirements of government policy and accompanying guidelines. All procurement was below $100,000 (GST inclusive).

Table 21 *Emergency Procurement details*

Nature of Emergency	Date of activation	Summary of goods and services procured under new contracts	Totals spend on goods and services in response to the emergency	Number of new contracts awarded valued at $100 000 (incl. GST) or more
Termites discovered in an office owned by North East CMA	12/01/2026	Termite treatment	$2,272.73	Nil

Review and Study expenses disclosure

During 2025-26, there were 6 reviews and studies undertaken which were not commercially sensitive with the total cost of $258,966. Details of individual reviews and studies are outlined in **Table 22**.

Table 22 *Reviews and Studies expenditure*

Name of the review (portfolio(s) and output(s)/ agency responsible)	Reasons for review/study	Terms of reference/scope	Timeline	Anticipated outcomes	Estimated cost for the year (excl. GST)	Final cost if completed (excl. GST)	Publicly available. URL and If no, why.
Levee Failure Geomorphic Impact Assessment	The Category 1 Bon Accord levee protects life, property and critical infrastructure but was not built to a recognised engineering standard. Flood modelling, unconsolidated materials, vegetation and geomorphic instability indicated significant scour and avulsion risks.	Assess the levee's geotechnical condition, geomorphic setting, failure modes and consequences; review prior investigations; profile risks; and develop remediation, maintenance and cost-refinement recommendations .	Assessment completed Oct 2025.	A revised risk profile confirming high scour and potential river-avulsion risk, with evidence and recommendations to guide remediation, vegetation management, maintenance and future investment.	$26,500	$26,500	The review is not currently publicly available online as release of the report is subject to potential future publication arrangements by DEECA.

Name of the review (portfolio(s) and output(s)/ agency responsible)	Reasons for review/study	Terms of reference/scope	Timeline	Anticipated outcomes	Estimated cost for the year (excl. GST)	Final cost if completed (excl. GST)	Publicly available. URL and If no, why.
Croppers Creek data review	Active erosion on the left bank of Croppers Creek was threatening the integrity and performance of Rock Chute One, a critical control structure with a previous failure history.	Inspect the site; identify the causes and extent of erosion; assess risks to bank stability and infrastructure; and recommend practical repair and maintenance measures to protect Rock Chute One.	Site inspection completed 25 Mar 2026; technical report and design completed by Jun 2026.	Recommended rock-chute remediation and bank stabilisation, vegetation and large-wood management, broader channel monitoring, and further survey/design work to make repairs construction-ready.	$2,880	$2,880	Not publicly available due to privacy considerations, as the report contains information relating to individual landholders.
Morass Creek waterway – data analysis and review	The channelised reach downstream of Patersons Lane was infilling, reducing flow capacity and increasing breakout flows through a farm dam and adjoining paddocks. Management options were needed to respond to landholder concerns and guide the reach's future management.	Assess approximately 1,500 m of Morass Creek; investigate geomorphic processes and contributing factors; review existing data, LiDAR (Light Detection and Ranging) and aerial imagery; undertake drone-supported site assessment; and identify the likely trajectory and management options.	Proposal dated May 2025; site assessment completed Aug 2025; final report Oct 2025.	A completed geomorphic assessment and practical management options to inform landholder consultation, future interventions and management of the reach.	$3,080	$3,080	https://www.necma.vic.gov.au/Portals/0/files/Pdf/Projects/Upper%20Mitta%20Mitta%20Flagship%20Project/Morass%20Creek%20waterway%20-%20data%20analysis%20and%20review.pdf?ver=sL_sb_A_92TvbvTmdEsrBw%3d%3d
Cascade Creek site design	As part of the CMA's Recovery from Summer Storm and Flood program a technical deign for remediation was required for a site on Cascade Creek, Tallangatta.	Inspect the site; identify the extent of erosion; assess risks to bank stability and river heath impacts, provide recommendations for repair including detailed site designs at multiple locations within the project site.	Contract signed June 2025 with report and associated detailed site designs being provided by Apr 2026.	Recommendations for site stability including detailed site designs where required.	$56,104	$56,104	Not publicly available due to privacy considerations, as the report contains information relating to individual landholders.

Name of the review (portfolio(s) and output(s)/ agency responsible)	Reasons for review/study	Terms of reference/scope	Timeline	Anticipated outcomes	Estimated cost for the year (excl. GST)	Final cost if completed (excl. GST)	Publicly available. URL and If no, why.
Geomorphic Investigation of the Lower Mitta Mitta River	The purpose is to identify and prioritise reach-scale interventions that will improve river stability, reduce long-term maintenance costs, and protect the river's environmental, social, and economic values.	Scope: Desktop assessment, field investigation, data analysis and interpretation, reporting including prioritisation and recommendations. Outputs: Geomorphic condition assessment report, reach prioritisation matrix and maps, recommendations for investment and management and presentation of findings to stakeholders.	Project milestones: Stage 1 desktop assessment 23 Jan 2026 Stage 2 field investigation 6 Mar 2026 Stage 3 data analysis and interpretation 17 Apr 2026 Stage 4 reporting on prioritisation and recommendations 30 Jun 2026.	Provide a document that can be utilised to prioritise areas of investment, provide a greater understanding of geomorphic processes occurring and that can be used as a communication tool with landholders and stakeholders.	$134,980	$134,980	Not available, report has not yet been finalised.
Ryans Lagoon Watering Infrastructure Feasibility Assessment	Regulated Murray River flows cannot fully inundate Ryans Lagoon, while temporary pumping is costly, operationally constrained and dependent on suitable releases. A durable environmental-water delivery solution was required for the period to 2035.	Update the hydraulic model and compare a direct flow connection, permanent solar pumping, permanent electric pump and continued temporary pumping. Assess costs, sustainability, longevity, operations and environmental/ cultural approvals, then scope the preferred option to detailed design.	Indicative commencement end Aug 2025 Final report due end Nov 2025 Contract completion 20 Dec 2025.	An updated hydraulic model, a feasibility assessment recommending the most suitable delivery option, and a defined scope and cost estimate to progress the preferred option to detailed design.	$35,422	$35,422	The feasibility assessment has not been publicly released. The findings have informed subsequent concept design work and are being used to support future project planning and decision-making.

Procurement Complaints disclosure

North East CMA did not receive any formal complaints through its procurement complaints management system in 2025-26.

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 2020-21 is used as a baseline for reporting of these indicators.

The operational boundary for this reporting period includes its fleet of 14 vehicles plus its 3 offices as outlined below:

Table 23 *North East CMA Office Locations*

Office	Address	Occupancy Type
Wodonga	Level 1, 104 Hovell St, Wodonga	Co-located space leased from Wodonga Council
Tallangatta	10 Banool Rd, Tallangatta	Single tenant in a leased property
Everton	25 Ward Lane, Everton	Owned property

North East CMA is taking action on climate change by promoting regional climate change adaptation and mitigation programs and the North East CMA Board has set a target to achieve net-zero greenhouse gas emissions for its own operations by 2030 (Scope 1, 2 and 3).

In 2024 the North East CMA finalised and commenced implementation of its 2024-30 Carbon Neutrality Action Plan, providing a roadmap for the achievement of its target. The ambitious plan, developed with extensive employee consultation, outlines 46 positive actions across a range of areas including waste, renewable energy, fleet and travel. Progress against the plan will be reported through the Annual Report.

For the 2025-26 period, North East CMA had no newly completed owned office buildings or substantial tenancy fit outs.

Greenhouse gas emissions

North East CMA reports its greenhouse gas emissions by emission ‘scopes’ consistent with national and international standards. Scope 1 emissions are from sources that North East CMA owns or controls such as fleet vehicles, Scope 2 are from indirect emissions from North East CMA’s use of electricity from the grid, and Scope 3 are from indirect emissions from sources North East CMA does not control but does influence. Emissions have declined on 2024-25 levels as a result of the installation of a 60kw Battery and a 30kw solar system at its Everton Office.

In 2025-26, the North East CMA has implemented a total of 7 initiatives from its Carbon Neutrality Action Plan and 43% of the total actions are now complete. Actions completed in 2025-26 include:

- installation of 60kw Battery and a 30kw solar system at its Everton Office
- modern split systems now installed at Everton Office
- the review of current fleet requirements including size and location of vehicles
- incorporation of 2 Electric Vehicles into its fleet
- installation of electric vehicle charging stations at Everton Office.

North East CMA has been deliberate in the measurement and inclusion of a broad range of Scope 3 emissions recognising their materiality and importance to real emissions reduction.

Table 24 *Total Greenhouse Gas Emissions from North East CMA Operations*

Indicator	2025-26	2024-25	2023-24	2020-21
Total Scope 1 greenhouse gas emissions (Tonnes CO2-e)	55.1	54.4	58.7	70.0
Total Scope 2[15] greenhouse gas emissions (Tonnes CO2-e)	-18.8	4.3	2.3	0.0
Total Scope 3[16] greenhouse gas emissions (Tonnes CO2-e)	81.2	69.8	90.8	143.3
Total greenhouse gas emissions (Tonnes CO2-e)	**117.5**	**128.6**	**151.8**	**213.3**

15 Scope 2 emissions include net solar exports

16 Scope 3 emissions measured include emissions from Natural Gas and Electricity usage from leased premises, water use, paper use, waste, electricity transmission and distribution losses, indirect gas, fuel indirect emissions, flights, accommodation, employee commute, and employee working from home.

Electricity Production and Consumption

For the period from 2020-21 to 2025-26, overall electricity consumption has reduced.

Since 2021-22, North East CMA has 100% Green Power at its Everton, Tallangatta and Wodonga Offices. The installation of a 60 kw Battery and a 30 kw solar system at Everton occurred in the first quarter of 2025-26 resulting in the production of 26.2 MWh for the period. It also resulted in purchased electricity dropping by 84% (4MWh) for the Everton Office from 2024-25.

North East CMA has commenced planning for a range of initiatives to reduce the emissions of its Offices which will include a mixture of energy reduction measures plus the planned installation of LED lighting at its Tallangatta site. North East CMA notes that future electricity usage will likely increase as it transitions its fleet to electric vehicles.

Table 25 *North East CMA Electricity consumption and offsets*

Indicator	2025-26	2024-25	2023-24	2022-23	2020-21
Total electricity consumption (MWh)	51.4	75.7	74.0	71.3	71.0
Purchased Electricity – Consolidated					
North East CMA Offices[17]	6.7	10.8	6.9	6.6	9.0
Not directly purchased but from outside the organisation (MWh)					
North East CMA Offices[18]					
On-site electricity generated (MWh)					
Solar PV (ii) -Exports[19]	26.2	0.0	0.0	0.0	0.0
Total electricity offsets (MWh)	49.3	69.4	64.3	65.1	9.0
Greenpower[20]	49.3	69.4	64.3	65.1	9.0

Transportation

As at 30 June 2026 North East CMA's fleet comprised 14 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 offroad driving that can carry equipment.

Through the implementation of its Carbon Neutrality Action Plan, North East CMA will look to continue to transition its entire fleet to electric. In 2025-26, North East CMA now has 4 battery hybrid vehicles, 1 plug-in electric hybrid and introduced its first 2 electric vehicles into its fleet.

Table 26 *North East CMA fleet by vehicle count and fuel type*

	2025-26		2024-25		2023-24		2022-23		2020-21	
	Number	%	Number	%	Number	%	Number	%	Number	%
Total Fleet	14	100	14	100	12	100	14	100	16	100
Passenger vehicles[21]	14	100	14	100	12	100	14	100	16	100
Petrol	5	36	7	50	6	50	7	50	8	50
Diesel/ Biodiesel	6	43	6	43	6	50	7	50	8	50
Plug-in Hybrid Electric	1	7	1	7	0	0	0	0	0	0
Battery Electric	2	14	0	0	0	0	0	0	0	0

17 Tallangatta and Everton offices. Data is taken directly from energy supplier invoices.
18 Wodonga and Wangaratta Offices. Data is estimated based upon total usage received from lessors and proportioned based upon floor space.
19 Rooftop solar located at Everton Office
20 100% Green Power at Wodonga and Everton Offices
21 Passenger vehicles include all owned North East CMA vehicles used for its operations.

Social procurement framework

North East CMA is fully 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.

The North East CMA Social Procurement Strategy prioritises the following SPF objectives, based on their strong alignment with the CMA's strategic direction and values. The reporting metrics were compiled using a sample of CMA suppliers representing service contractors, delivery partners and corporate suppliers.

Table 27 *Social procurement priorities reporting 2025-26*[22]

Objective prioritised	Outcome sought	SPF reporting metric	Result
Women's equality and safety	Gender equality within Victorian government suppliers	Number of suppliers with gender equality policies in place	77
Opportunities for Victorian Aboriginal people	Employment of Victorian Aboriginal people by suppliers to the Victorian Government	Number of Victorian Aboriginal businesses engaged	3
		Total expenditure with Aboriginal businesses engaged	$166,529
Sustainable Victorian social enterprises	Purchasing from Victorian social enterprises	Number of Victorian social enterprises engaged	2
		Total expenditure with Victorian social enterprises	$57,255

Achievements

- North East CMA has continued to request information on our suppliers' social initiatives against the objectives within our social procurement strategy. This requires suppliers to inform the CMA of family leave policies, gender equality policies, social enterprise status and Aboriginal supplier or employer arrangements.
- North East CMA is establishing a baseline data set to monitor and progress social procurement initiatives with our existing supplier network.
- To address the women's equality and safety objective, we requested new suppliers indicate if they have gender equality policies in place.
- To address the Opportunities for Victorian Aboriginal people objective, we:
  - Engaged 8 Aboriginal organisations as contractors to deliver on-ground works activities and consultation (including 5 organisations not registered through Supply Nation/Kinaway).
- To address the Sustainable Victorian social enterprises objective, we:
  - Requested new suppliers indicate if they are a social enterprise.
  - Purchased materials from an organisation that employs people with disability.
  - Purchased catering from an organisation that reinvests into youth support programs.

22 Data was gathered using the Department of Government Services ABN Wash Template, which only includes registered social enterprises and Aboriginal organisations registered through Supply Nation and Kinaway.

Social Procurement Case Study

Barwidgee Creek Connections

A collaborative project between the Bangerang Aboriginal Corporation (BAC) Ngalan Bitja Ranger team, Myrtleford and District Landcare and Sustainability Group and North East CMA helped to clear a local Myrtleford waterway of invasive weeds and restore it to its natural glory.

The area is centred on Barwidgee Creek, from its confluence with the Ovens River upstream to the Old Railway Bridge in Myrtleford. Works focused on woody weed control including Willow, False Acacia *(Robinia pseudoacacia)*, Broad-leaved Privet *(Ligustrum lucidum)*, Box Elder *(Acer negundo)*, Poplar, Bamboo and Blackberry *(Rubus fruticosus)*. Weeds were targeted for removal to promote the re-establishment of native plants.

The Ranger team methodically hand-treated the willow, leaving the stumps intact to hold the banks together until the native vegetation regenerates, leading to a low-level of disturbance to the creek.

"Together, these projects strengthen the health of the Upper Ovens waterways, combining Traditional Owner leadership with local community stewardship," North East CMA NRM delivery and planning project officer, Scott McDonald said.

BAC land and water project manager, Will Ford, said a good thing about the project is the opportunity for younger First Nations people to get involved in local land care.

"Some of these guys are 16-year-olds and it provides an opportunity for them to get some casual employment and learn about caring for Country work," he said.

"This is the first time they've had the opportunity to do a woody weed management project like this, so it's given them skills in plant identification and different weed management techniques.

"The educational outcomes for these young fellas and the [future] employment opportunities is a really important outcome as well, on top of the outcomes the creek itself and local community will get."

Bangerang Ranger participant, 16-year-old Montelle Stewart, said the clean-up was going well so far "It's nice to get out here, for sure this project inspires me to do more nature-based [restorations] in the future”.

This community-driven restoration project is supported by the North East CMA through the Upper Ovens Flagship Project, funded by the Victorian Government through the EC6 Environmental Contribution.



Ngalan Bitja Ranger team who worked on the Barwidgee Creek Connections project. Image credit Will Ford

Financial Summary

During the financial year ended 30 June 2026, North East CMA recorded a $93k deficit from operating activities compared with a $1.01m surplus in 2024-25. The deficit was transferred from committed funds reserves, leaving $7.34m available in reserves to support the delivery of ongoing projects.

Funding received was predominantly associated with the sixth tranche of the State-funded Environmental Contribution program, the Commonwealth Government's Natural Heritage Trust program, and State-funded flood recovery initiatives.

The 2025-26 year marked the second year for the sixth tranche of the State funded Environmental Contribution program.

North East CMA continues to maintain sufficient cash reserves to fund future operations.

North East CMA does not manage any capital projects.

There were no other significant matters which changed the financial position during the reporting period.

Figure 3 *Revenue by outcome*

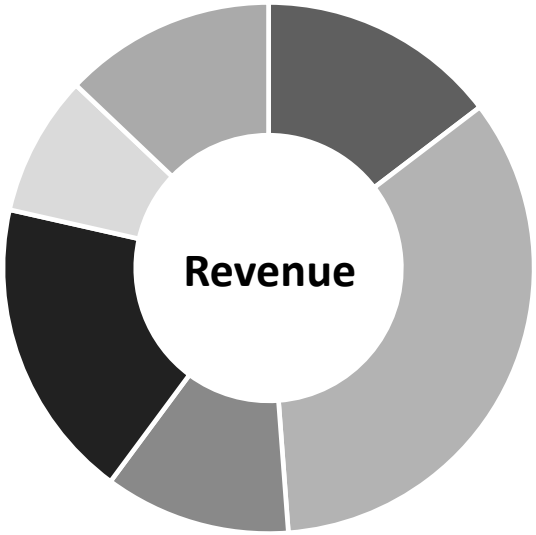


Figure 4 *Expenditure by outcome*

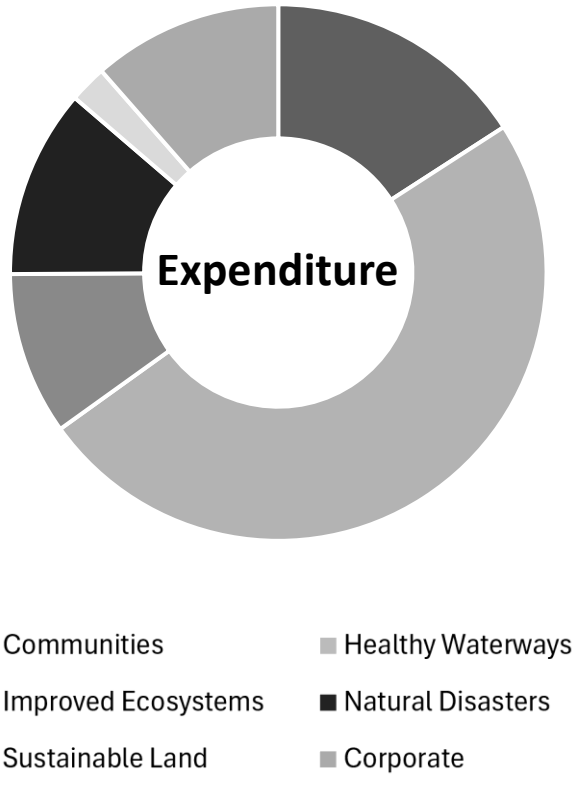


Table 28 *Five-year financial summary*

	2025-26	2024-25	2023-24	2022-23	2021-22
Total Income	11,022,259	10,828,797	9,344,007	11,306,171	12,293,874
Total Expenses	11,115,011	9,817,797	11,078,331	11,554,713	10,670,664
Net Result for the Period	(92,752)	1,011,188	(1,734,324)	(248,542)	1,623,210
Net Cash from Operating Activities	243,910	(100,064)	(2,020,911)	1,920,871	4,210,173
Total Assets	18,453,743	18,258,736	18,097,707	20,394,733	18,874,078
Total Liabilities	5,306,016	5,307,941	6,131,292	6,747,968	4,997,955

Figure 5 *Revenue and expenditure analysis*

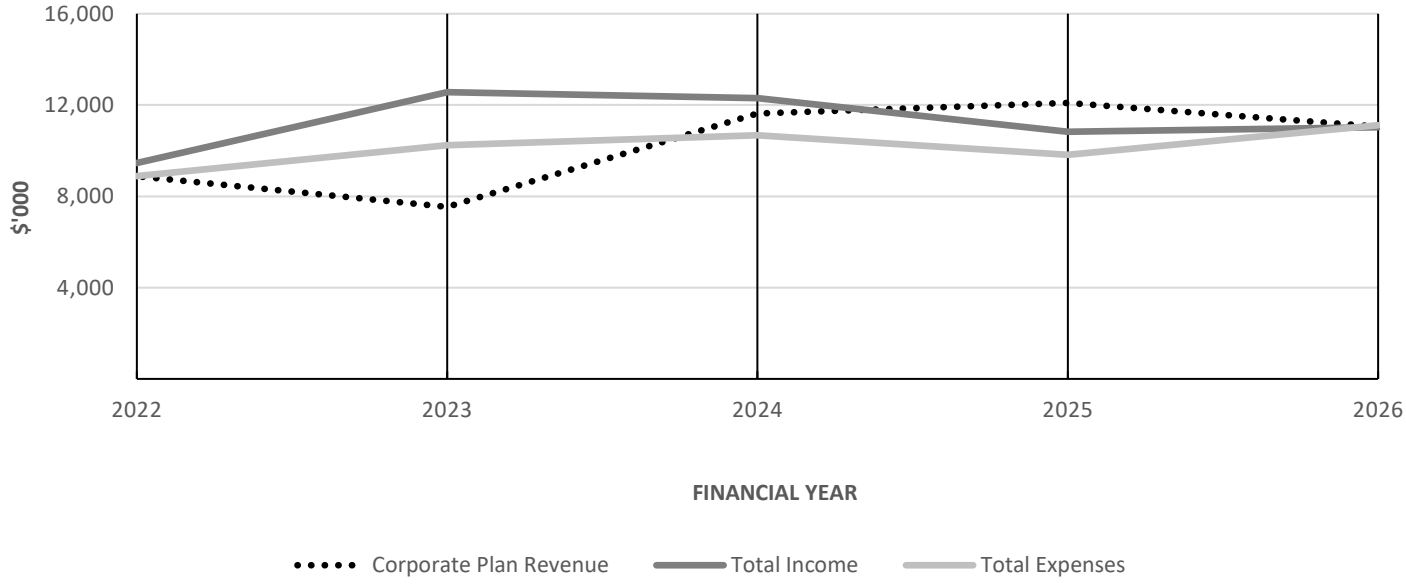


Table 29 *Revenue and expenditure by outcome*

OUTCOME	REVENUE	EXPENDITURE
Communities and individuals contributing to catchment health	1,613,926	1,765,048
Healthy waterways	3,765,933	5,469,971
Improved ecosystems	1,249,454	1,091,243
Reduce the impact and assist recovery from natural disasters	2,026,183	1,265,315
Productive, sustainable and adaptive land management	944,059	250,058
Corporate	1,422,704	1,273,376
Total	**11,022,259**	**11,115,011**

Section 3

Workforce Data

Public Sector Values and Employment Principles

North East CMA applies the public sector employment principles enshrined in section 8 of the *Public Administration Act 2004* (Vic) which are that:

- employment decisions are based on merit
- public sector employees are treated fairly and reasonably
- equal employment opportunity is provided
- human rights as set out in the Charter of Human Rights and Responsibilities are upheld
- public sector employees have a reasonable avenue of redress against unfair or unreasonable treatment.

North East CMA adopts and applies the conduct principles as defined in section 7 of the *Public Administration Act 2004* (Vic) which are: Responsiveness, Integrity, Impartiality, Accountability, Respect, Leadership and Human rights.

North East CMA has demonstrated how these values and principles have been applied in 2025-2026 as per below.

- Strengthened governance and accountability through the review and implementation of Board Governance policies including the Board Charter, Board Code of Conduct, Board Conflict of Interest Policy, Board Meetings and Decisions Policy, Board Performance Policy and Board Dispute and Grievance Resolution Policy, ensuring clear roles, responsibilities and ethical decision making and effective governance oversight.
- Enhanced risk management and financial controls by implementing the Risk Management Policy, Fraud, Corruption and Other losses Policy, Financial Delegated Levels of Authority Policy, Purchasing Card Policy, Asset Management Accountability Policy and associated procedures.
- Strengthened workforce and organisational capability by adopting contemporary people management and technology practices through the Recruitment and Selection Procedure and Use of AI Procedure, ensuring fair recruitment processes, responsible technology use and alignment with emerging workplace requirements.
- Enhanced stakeholder engagement and community trust through the implementation of the Community Engagement Partnerships Policy, Media and Public Comments Policy and External Compliments and Complaints Policy, providing a clear framework for communication, community participation, customer feedback management and public accountability.
- Consultation with staff through regular meetings of a North East CMA Health, Safety and Consultative Committee.

Workforce data

As at 30 June 2026 North East CMA employed 40 staff (34.45 full-time equivalent), compared to 39 staff (33.7 full-time equivalent) on 30 June 2025.

All employees, except the Chief Executive Officer, are covered by the North East CMA Enterprise Agreement 2021-2025.

Employees have been correctly classified in workforce data collections.

Table 30 *Comparison of 2025-26[23] North East CMA workforce data with previous year[24] by headcount and full-time equivalent (FTE)*

	2025-26		2024-25	
Classification[25]	**Number (headcount)**	**FTE**	**Number (headcount)**	**FTE**
Executive Officers	1	1.0	1	1.0
Management (SEO)	11	9.6	11	10.0
Other (Band 3-8)	28	23.85	27	22.7
Total	40	34.45	39	33.7

Workforce Inclusion

At North East CMA, we utilise the skills, perspectives and experiences of our people and our community to create a diverse and inclusive culture that fosters innovation. This allows us to shape and support liveable, inclusive and sustainable communities and thriving natural environments throughout north-east Victoria.

The North East CMA's 'Nurturing Our Workforce' Strategy includes a 'Diversity and Inclusion' focus area which has an objective that states "All employees feel like they can be themselves at work, feel included and feel culturally safe at work."

Table 31 *People Matter Survey results demonstrating progress against Diversity and Inclusion Strategy objective: All employees feel like they can be themselves at work, feel included and feel culturally safe at work.*

Target	2025-26	2024-25	2023-24
100% of employees feel like they can be themselves at work	97%	97%	85%
100% of employees feel culturally safe at work	95%	94%	91%

23 All figures reflect employment levels during the last full pay period in June of each year.
24 Excluded from workforce data: employees on extended leave (more than 12 months), leave without pay or absent on secondment, graduates, external contractors/consultants and temporary staff employed by employment agencies.
25 Workforce classifications are defined as per the North East CMA Enterprise Agreement 2021-2025.

Occupational Health and Safety

At North East CMA, the health, safety and wellbeing of our people remains a core priority. We recognise that effective risk management is fundamental to both employee wellbeing and organisational success.

Our approach to health and safety is underpinned by strong leadership, clear accountability and a shared responsibility. This commitment extends to our employees, supervisors, contractors, partners and the communities in which we work, fostering a culture where health, safety and wellbeing are integral to everything we do.

During 2025-26 North East CMA continued to focus on strengthening organisational understanding of WHS requirements, improving the clarity of procedures and expectations and enhancing support mechanisms for employees. These priorities remained central throughout the year, alongside responding to a range of operational challenges, including active bushfires and security related threats across the region.

Extreme heat events, rapidly changing fire conditions and active bushfires in the Upper Murray significantly impacted outdoor operations during the summer period. To support the safety and wellbeing of employees and contractors, regular updates were issued. These communications provided timely information on changing conditions, key safety guidance, links to relevant procedures and resources and monitoring information to assist staff in managing risk while undertaking their work.

Alongside this, a number of employees were directly or indirectly involved in recovery activities or in supporting community members affected by these events. Recognising the potential psychological impacts associated with this work, North East CMA developed and distributed a new resource, *Minimising Trauma Exposure in Natural Disasters Recovery Work* reinforcing wellbeing messaging through regular team discussions.

To support a consistent and systematic approach to managing risks associated with field-based work, North East CMA developed and implemented a new *Site Visit Safety Procedure*.

Supporting this initiative, North East CMA also developed and implemented a *Garmin InReach SE+ Device Usage and Communications Procedure* and staff training program, ensuring employees are equipped to use communication and emergency response technology effectively in remote locations. A revised Take 5 personal risk assessment tool was also introduced to encourage ongoing hazard assessments and risk management at the individual level while undertaking field activities.

The North East CMA's *Risk Management Policy* and the *Workplace Drug and Alcohol Policy* were reviewed and updated in 2025-26.

Additionally, the following procedures were created and/or updated during 2025-26:

- Workplace Emergency Procedure
- Incident Reporting and Investigation Procedure
- Work-related Driving Procedure
- Safe Events Planning Procedure
- Workplace Inspection Procedure
- Return to Work Procedure
- Alcohol and Drug Testing Procedure
- Identification & Management of Alcohol and Drug Impairment Procedure
- Managing Social Workplace Events Procedure.

The Health Safety and Consultative (HSC) Committee met 4 times in 2025-26, and the Terms of Reference were updated in June 2026.

Incident reporting categories were improved in 2025-26 and an updated Board, management and HSC Committee incident tracking and review report was created.

In 2025-26, a total of 8 incidents were recorded, none of which were considered notifiable or resulted in any lost time injuries. 28 hazards and near misses were reported, which was an increase from previous years, due to a new workplace inspection procedure and vehicle inspection process which resulted in new hazards being identified and reported.

***Table 32** WHS performance reporting 2025-26*

	2025-26	2024-25	2023-24
No. of incidents	8	12	9
No. of hazards and near misses	28	6	17
No. of notifiable incidents	0	0	0
People Matter Survey Safety Climate Score[26]	90.3%	80.4%	84.8%
Total No. of incidents/hazards per 100 FTEs	104	53	83
Number of 'lost time' standard claims per 100 FTEs	0	3	3.2
Average cost per claim[27]	-	-	-

26 The wording of this question group changed in 2026, so results may not be directly comparable with previous years.
27 Information not disclosed to protect privacy.

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How this report is structured

North East Catchment Management Authority has presented its audited general purpose financial statements for the financial year ended 30 June 2026 in the following structure to provide users with the information about the Authority's stewardship of resources entrusted to it.

Financial statements

Comprehensive operating statement

Balance sheet

Cash flow statement

Statement of changes in equity

Notes to the financial statements

1. About this report
   The basis on which the financial statements have been prepared and compliance with reporting regulations.
2. Funding delivery of our services
   Revenue recognised in respect of Government contributions and other income sources

2.1 Revenue and income from transactions

3. The cost of delivering services
   Operating expenses of the Authority

3.1 Expenses incurred in delivery of services

3.2 Materials, grants, contractors and consultancies

3.3 Other operating expenses

4. Key assets available to support output delivery
   Land, buildings, works assets, plant and equipment, office furniture and equipment, and motor vehicles

4.1 Property, plant and equipment

5. Other assets and liabilities
   Working capital balances and other key assets and liabilities

5.1 Receivables

5.2 Payables

6. Financing our operations
   Cash flow information, commitments for expenditure

6.1 Cash flow information and balances

6.2 Commitments for expenditure

6.3 Leases

7. Financial Instruments, contingencies and valuation judgments
   Financial instruments 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

Accountable Officers' Declaration

North East Catchment Management Authority Declaration in the Financial Statements

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

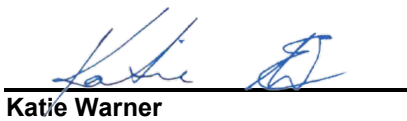
We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, cash flow statement, statement of changes in equity and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2026 and financial position of the Authority at 30 June 2026.

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

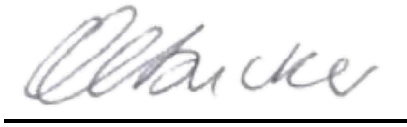
We authorise the attached financial statements for issue on 25 August 2026.



Luke Wilson
Chairperson
North East Catchment Management Authority



Katie Warner
CEO and Accountable Officer
North East Catchment Management Authority



Tess Ducker
Chief Finance Officer
North East Catchment Management Authority

25 August 2026

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Board of North East Catchment Management Authority

Opinion	I have audited the financial report of North East Catchment Management Authority (the authority) which comprises the: • balance sheet as at 30 June 2026 • comprehensive operating statement for the year then ended • cash flow statement for the year then ended • statement of changes in equity for the year then ended • notes to the financial statements, including material accounting policy information • accountable officers' declaration. In my opinion, the financial report presents fairly, in all material respects, the financial position of the authority as at 30 June 2026 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the *Financial Management Act 1994* and Australian Accounting Standards - Simplified Disclosures.
Basis for opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's responsibilities for the audit of the financial report* section of my report. My independence is established by the *Constitution Act 1975.* My staff and I are independent of the authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (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. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Board's responsibilities for the financial report	The Board is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Simplified Disclosures and the *Financial Management Act 1994,* 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. 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.

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T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

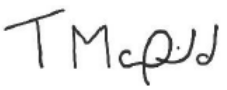
Auditor's responsibilities for the audit of the financial report

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 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 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
15 September 2026

Timothy Maxfield
as delegate for the Auditor-General of Victoria

Comprehensive operating statement for the financial year ended 30 June 2026

	Notes	2026	2025
		$	$
Revenue and income from transactions			
Grants	2.1.1	9,654,585	9,472,881
Interest	2.1.2	633,161	711,272
Other income	2.1.3	734,513	644,644
Total revenue and income from transactions		**11,022,259**	**10,828,797**
Expenses from transactions			
Employee expenses	3.1.1	4,396,607	3,936,220
Depreciation and amortisation	4.1.3	314,622	278,551
Materials, grants, contractors and consultancies	3.2	5,449,840	4,757,044
Interest expense		24,326	26,787
Other operating expenses	3.3	929,616	819,007
Total expenses from transactions		**11,115,011**	**9,817,609**
Net result from transactions		**(92,752)**	**1,011,188**
Other economic flows included in net result			
Net gain on non-financial assets (i)	8.2	134,215	8,673
Net gain/(loss) arising from revaluation of long service leave liability	8..2	1,171	(35,480)
Net result		**42,634**	**984,381**
Other economic flows - other comprehensive income			
Items that will not be reclassified to net result			
Changes in asset revaluation surplus	4.1.3	154,298	-
Comprehensive result		**196,932**	**984,381**

The accompanying notes form part of these financial statements.

Notes:

(i) 'Net gain/(loss) on non-financial assets' includes unrealised and realised gains/(losses) from revaluations, impairments, and disposals of all physical assets and intangible assets, except when these are taken through the asset revaluation surplus.

Balance sheet as at 30 June 2026

	Notes	2026	2025
		$	$
ASSETS			
Financial assets			
Cash and cash deposits	6.2	15,319,263	15,464,838
Receivables	5.1	1,389,572	1,311,270
Total Financial assets		**16,708,835**	**16,776,108**
Non-financial assets			
Property, plant and equipment	4.1	1,656,119	1,389,366
Other non-financial assets		88,789	93,262
Total Non-financial assets		**1,744,908**	**1,482,628**
Total ASSETS		**18,453,743**	**18,258,736**
LIABILITIES			
Payables	5.2	469,451	755,303
Lease liabilities	6.1.3	442,603	539,227
Contract liabilities	5.2.1	3,539,570	3,161,944
Employee related provisions	3.1.2	854,392	851,467
Total LIABILITIES		**5,306,016**	**5,307,941**
NET ASSETS		**13,147,727**	**12,950,795**
EQUITY			
Contributed capital		5,103,823	5,103,823
Physical asset revaluation surplus		700,348	546,050
Committed funds reserve		7,343,556	7,300,922
Net worth		**13,147,727**	**12,950,795**

The accompanying notes form part of these financial statements.

Cash flow statement for the year ended 30 June 2026

	Notes	2026	2025
		$	$
Cash flows from operating activities			
Receipts			
Receipts from Government		9,556,339	8,965,606
Interest received		633,161	711,272
Other receipts		709,177	653,814
Total receipts		**10,898,677**	**10,330,692**
Payments			
Payments to suppliers and employees		(10,627,721)	(10,398,941)
Interest and other costs of finance paid		(24,404)	(27,538)
Net GST paid to the Australian Taxation Office (i)		(2,642)	(4,277)
Total payments		**(10,654,767)**	**(10,430,756)**
Net cash flows from (used in) operating activities		**243,910**	**(100,064)**
Cash flows from investing activities			
Purchases of non-financial assets		(448,621)	(335,744)
Proceeds from the sale of non-financial assets		187,371	71,459
Net cash outflow used in investing activities		**(261,250)**	**(264,285)**
Cash flows from financing activities			
Repayment of the principal portion of lease liabilities (ii)		(128,235)	(117,450)
Net cash used in financing activities		**(128,235)**	**(117,450)**
Net decrease in cash and cash equivalents held		**(145,575)**	**(481,799)**
Cash and cash equivalents at the beginning of the financial year		15,464,838	15,946,637
Cash and cash equivalents at end of financial year	6.2	**15,319,263**	**15,464,838**

The accompanying notes form part of these financial statements.

Notes:

(i) GST paid to the Australian Taxation Office is presented on a net basis.

(ii) The Authority has recognised cash payments for the principal portion of lease payments as financing activities; cash payments for interest portion as operating activities consistent with the presentation of interest payments and short-term lease payments for leases and low-value assets as operating activities.

Statement of changes in equity for the financial year ended 30 June 2026

	Notes	Accumulated Surplus / (Deficit)	Asset Revaluation Surplus	Committed Funds Reserve	Contributed Capital	Total
		$	$	$	$	$
Balance at 30 June 2024		**-**	**546,050**	**6,316,541**	**5,103,823**	**11,966,414**
Net result for the year		984,381	-	-	-	984,381
Other comprehensive income for the year		-	-	-	-	-
Transfers to/(from) Reserves (i)		(984,381)	-	984,381	-	-
Balance at 30 June 2025		-	**546,050**	**7,300,922**	**5,103,823**	**12,950,795**
Net result for the year		42,634	-	-	-	42,634
Other comprehensive income for the year		-	154,298	-	-	154,298
Transfers to/(from) Reserves (i)		(42,634)	-	42,634	-	-
Balance at 30 June 2026		-	**700,348**	**7,343,556**	**5,103,823**	**13,147,727**

The accompanying notes form part of these financial statements.

Notes:

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

Notes to the financial statements for the year ended 30 June 2026

1. About this report

North East Catchment Management Authority (the Authority) is a government authority of the State of Victoria, established on 1 July 1997 by the state government. The principal address is:

North East Catchment Management Authority
Level 1, 104 Hovell Street
Wodonga VIC 3690

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 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).

These financial statements are in Australian dollars, and the historical cost convention is used unless a different measurement basis is specifically disclosed in the notes to the financial statements.

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.

Consistent with the requirements of AASB 1004 *Contributions*, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of the Authority.

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

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

Rounding

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

Compliance information

These general-purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* (Vic) 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 the substance of the underlying transactions or other events is reported.

2. Funding delivery of our services

Introduction

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

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

2.1 Revenue and income from transactions

2.1.1. Grants

	2026	2025
Grants recognised as income of not-for-profit entities under AASB 1058	**$**	**$**
State Government	4,027,597	4,659,276
Commonwealth Government	477.113	759,726
	4,504,710	**5,419,002**
Income recognised as revenue from contracts with customers under AASB 15		
State Government	3,783,127	3,129,650
Commonwealth Government	1,366,748	924,229
	5,149,875	**4,053,879**
Total grants	**9,654,585**	**9,472,881**

Grants recognised under AASB 1058

The Authority has determined that the income included in the table above under AASB 1058 has been earned under arrangements that are either not enforceable 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 an unconditional right to receive cash which usually coincides with receipt of cash. On initial recognition of the asset, the Authority recognises any related contributions by owners, increases in liabilities, decreases in assets or revenue ('related amounts') 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 lease liability in accordance with AASB 16 *Leases*
- a financial instrument, in accordance with AASB 9 *Financial Instruments*
- 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 sufficiently specific performance obligations are accounted for as revenue from contracts with customers under AASB 15. Revenue is recognised when the Authority satisfies the performance obligation by providing the relevant services. This is recognised based on the consideration specified in the funding agreement and to the extent that it is highly probable a significant reversal of the revenue will not occur. The funding payments are normally received in advance or shortly after the relevant obligation is satisfied.

Significant judgement: AASB 15 Revenue from Contracts with Customers

The Authority applies judgement in assessing whether revenue from grant-funded programs should be recognised over time and in determining the most appropriate measure of progress toward satisfying performance obligations. Where output-based measures are not practical or reliably measurable, the Authority uses an input-based method, recognising revenue based on costs incurred, as this is considered to fait**hfully reflect the transfer of services to the customer.**

2.1.2. Interest Income

Interest income is recognised as revenue in the period in which it is earned on cash held by the Authority.

2.1.3. Other income

	2026	2025
	$	$
Partnership Contributions	623,644	614,470
Ancillary Trading	110,870	30,174
Total Other Income	**734,513**	**644,644**

Other income is recognised as income from transactions in accordance with AASB 1058 when an entitlement is established or on receipt, whichever is the sooner, and disclosed in the comprehensive operating statement.

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 disclosed.

3.1 Expenses incurred in delivery of services

3.1.1. Employee expenses in the comprehensive operating statement

	2026	2025
	$	$
Salaries & wages	3,217,075	2,852,143
Annual leave	324,782	295,880
Long service leave	86,674	89,890
Personal leave	111,269	119,852
Other leave	39,229	93,910
Superannuation	453,440	386,019
Termination	45,507	5,294
Other	118,631	93,232
Total employee expenses	**4,396,607**	**3,936,220**

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

The amount recognised in the comprehensive operating statement in relation to superannuation is employer contributions for members of defined contribution superannuation plans that are paid or payable during the reporting period. There were no employees on defined benefits for the year ended 30 June 2026.

Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Authority is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy.

3.1.2. Employee related provisions in the balance sheet

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

	2026	2025
	$	$
Current provisions:		
Time in lieu	31,136	42,199
Annual leave	235,989	261,772
Long service leave	400,663	365,232
Provisions for on-costs	99,152	93,641
Total current provisions for employee benefits	**766,940**	**762,844**
Non-current provisions:		
Long service leave	76,146	77,744
Provisions for on-costs	11,306	10,879
Total non-current provisions for employee benefits	**87,452**	**88,623**
Total provisions for employee benefits	**854,392**	**851,467**

Wages and salaries, annual leave, time in lieu and sick leave

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

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

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

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

Employment on-costs such as payroll tax, workers compensation and superannuation 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 Authority 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 Authority expects to wholly settle within 12 months
- Present value – if the Authority 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, except to the extent that a gain or loss arises due to changes in bond interest rates for which it is then recognised as an ‘other economic flow’ in the net result.

3.2 Materials, grants, contractors and consultancies

	2026	2025
	$	$
Materials	742,531	719,642
Consultants	568,862	413,970
Contractors	2,919,682	2,992,990
Grants paid	1,218,765	630,442
Total materials, grants, contractors and consultancies	**5,449,840**	**4,757,044**

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

3.3 Other operating expenses

	Notes	2026	2025
		$	$
Fleet expenses		76,905	75,683
Education and training		57,626	34,668
Fares and accommodation		38,778	50,327
Meeting expenses		56,275	45,734
Subscriptions and publications		46,392	55,625
Telephones and mobile data		57,262	56,336
Lease expenses - low value	6.1.2	3,835	3,540
Lease expenses - short term	6.1.2	-	3,608
Cleaning		12,094	5,945
Computer software		251,669	231,058
Audit costs		51,741	46,811
Insurance		57,427	50,153
Promotions and public relations		12,333	17,643
Conferences and seminars		51,831	14,578
Repairs and maintenance		36,486	31,267
Doubtful debts		53,240	-
Uniforms, medicals, first aid		13,761	24,714
Other expenses		51,961	71,317
		929,616	**819,007**

Other operating expenses generally represent the day-to-day running costs incurred in normal operations and are recognised as an expense in the reporting period in which they are incurred. It also includes any bad debts expense from transactions that are mutually agreed.

4. Key assets available to support output delivery

Introduction

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

4.1 Property, plant and equipment

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2026	2025	2026	2025	2026	2025
	$	$	$	$	$	$
Land at fair value	199,500	140,000	-	-	199,500	140,000
Buildings at fair value	443,154	346,663	-	-	443,154	346,663
Infrastructure & works at fair value	97,475	76,258	-	-	97,475	76,258
Plant & equipment at fair value	66,287	65,184	(55,475)	(62,388)	10,812	2,796
Furniture & office equipment at fair value	144,876	161,380	(91,183)	(79,598)	53,693	81,782
Motor vehicles at fair value	729,481	632,484	(278,209)	(392,613)	451,272	239,871
Right of use assets: buildings	1,297,218	1,265,608	(897,005)	(763,612)	400,213	501,996
Net carrying amount	**2,977,991**	**2,877,990**	**(1,321,872)**	**(1,488,624)**	**1,656,119**	**1,389,366**

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

Items with a cost or value in excess of $1,000 and a useful life of more than one year are recognised as an asset. All other assets acquired are expensed.

Impairment of property, plant and equipment

The recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 Fair Value Measurement with the consequence that AASB 136 does not apply to such assets that are regularly revalued.

4.1.1. Total right-of-use assets: buildings

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

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

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

Right-of-use asset – Subsequent measurement

Right-of-use assets are subsequently measured at cost (2025: fair value) less accumulated depreciation, impairment and any adjustments for remeasurement of the lease liability. The Authority depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. Impairment of right-of-use assets is determined and accounted for in accordance with AASB 136 *Impairment of Assets.* Refer to Note 8.3 for further information in relation to the accounting policy change for subsequent measurement of right-of-use assets.

Impairment of right-of-use assets

The Authority has assessed all right-of-use assets for impairment, and no indicators of impairment are identified as at 30 June 2026.

4.1.2. Depreciation and amortisation

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

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

Asset	Useful Life
Buildings	15 – 50 years
Infrastructure & Works	80 years
Leasehold improvements	2 - 5 years
Plant & Equipment	5 - 50 years
Furniture & Office equipment	3 - 25 years
Motor vehicles	5 - 7 years
Right-of-use assets	6 years

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

Right-of-use assets are generally depreciated over the shorter of the asset’s useful life and the lease term. Where the Authority obtains ownership of the underlying leased asset or if the cost of the right-of-use assets reflects that the Authority will exercise a purchase option, the Authority depreciates the right-of-use asset over its useful life.

Leasehold improvements are depreciated over the shorter of the lease term and their useful lives.

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

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

	Land	Buildings	Infrastructure & works	Plant & equipment	Furniture & office equipment	Motor vehicles	Right-of-use Assets	Total
	$	$	$	$	$	$	$	$
2026								
Opening Balance (i)	140,000	346,663	76,258	2,796	81,782	239,871	501,996	1,389,366
Additions	-	43,192	-	9,378	3,721	391,835	31,610	479,737
Disposals	-	-	-	-	-	(52,660)		(52,660)
Revaluations (ii)	59,500	70,375	24,423	-	-	-		154,298
Depreciation	-	(17,077)	(3,206)	(1,362)	(31,810)	(127,774)	(133,393)	(314,622)
Closing Balance	**199,500**	**443,154**	**97,475**	**10,812**	**53,692**	**451,272**	**400,213**	**1,656,119**

Note:

(i) As a result of a change in FRD 104 Leases effective for reporting periods from 30 June 2026, right-of-use assets are measured at cost for reporting period 30 June 2026. The comparative information for reporting period 2025 is not restated and is reported at the previously determined fair value. For further information, refer to Note 8.3.

(ii) An independent valuation of the Authority's land, buildings and works assets was performed by the Valuer-General Victoria as at 30 June 2026. The resulting valuation adjustments have been recognised in accordance with AASB 13 *Fair Value Measurement* and applicable Financial Reporting Directions. The next scheduled full revaluation for this purpose group will be conducted in 2031.

5. Other assets and liabilities

Introduction

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

5.1 Receivables

	2026	2025
	$	$
Receivables		
Contractual		
Trade receivables	1,442,812	1,300,529
Other receivables	-	10,741
Provision for Doubtful Debts	(53,240)	-
Total current receivables	**1,389,572**	**1,311,270**

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. The Authority 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.

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. The Authority had no statutory receivables as at 30 June 2026.

5.2 Payables

	2026	2025
	$	$
Current payables		
Contractual		
Trade payables	12,006	8,721
Accrued expenses	340,663	646,646
Other payables	-	1,832
	352,669	**657,199**
Statutory		
FBT payable	5,440	1,841
GST payable	41,378	31,194
PAYG tax	63,702	61,811
Payroll tax	6,263	3,258
	116,783	**98,104**
Total current payables	**469,452**	**755,303**

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.

Statutory payables: Recognised and measured similarly to contractual payables, but not classified as financial instruments and not included in the category of financial liabilities at amortised cost, because they do not arise from contracts.

Due to the short-term nature of the current payables, their carrying value is assumed to approximate their fair value.

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

5.2.1. Contract liabilities

	2026	2025
	$	$
Total contract liabilities	3,539,570	3,161,944
Represented by:		
Current contract liabilities	**3,539,570**	**3,161,944**

Contract liabilities include consideration received in advance in the form of government contributions.

6. Financing 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. Right-of-use assets

The Authority leases various properties, equipment and vehicles. The lease contracts are typically made for fixed periods of one to 3 years but may have extension options.

Leases of IT equipment with contract terms of one to 3 years are either short-term and/or leases of low-value items (see Note 6.3.4 for lease expenses). The Authority has elected not to recognise right-of-use assets and lease liabilities for these leases.

Right-of-use assets are presented in note 4.1

6.1.2. Expense recognised for short-term leases and leases of low-value assets

The following amounts are recognised as expense relating to short-term leases and leases of low-value assets:

	Notes	2026	2025
		$	$
Expense relating to short-term leases	3.3	-	3,609
Expense relating to leases of low-value assets	3.3	3,835	3,540
Total		**3,835**	**7,149**

The Authority has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss included in “other operating expenses” (see note 3.3) on a straight-line basis over the lease term.

6.1.3. Recognition and measurement of leases as a lessee

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

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

Lease Liability – initial measurement

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or the Authority's incremental borrowing rate. The incremental borrowing rate is based on the Australian Bond rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments (including in-substance fixed payments) less any lease incentive receivable
- Variable payments based on an index or rate, initially measured using the index or rate as at the commencement date
- Amounts expected to be payable under a residual value guarantee
- Payments arising from purchase and termination options reasonably certain to be exercised.
-

Lease Liability – subsequent measurement

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes to in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use-asset, or profit and loss if the right-of-use asset is already reduced to zero.

Presentation of right-of-use assets and lease liabilities

The Authority presents right-of-use assets as 'property plant and equipment' (refer to Note 4.1).

The balance sheet shows the following amounts relating to lease liabilities:

Lease Liabilities

	2026	2025
	$	$
Current	139,023	128,062
Non-Current	303,580	411,165
Total lease liabilities	**442,603**	**539,227**

Future lease payments

	Minimum future lease payments (i)	
	2026	2025
	$	$
Not longer than 1 year	157,136	151,218
Longer than 1 year but not longer than 5 years	298,041	421,208
Longer than 5 years	23,509	20,124
Minimum future lease payments	**478,686**	**592,550**
Less future finance charges	(36,083)	(53,323)
Present value of minimum lease payments	**442,603**	**539,227**

Note:

(i) Minimum future lease payments include the aggregate of all base payments and any guaranteed residual.

6.2 Cash flow information and balances

Cash and cash equivalents comprise of cash at bank held for the purpose of meeting short-term cash commitments and which are readily convertible to known amounts of cash and subject to an insignificant risk of changes in value. The Authority's bank account is held in the Central Bank System (CBS) in accordance with the *Standing Directions 2018.*

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

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

For cash flow statement presentation purposes, the closing balance of cash and cash equivalents as at the end of 2026 was $15,319,263 and as at the end of 2025 was $15,464,838.

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

	2026	2025
	$	$
Operating expenditure commitments payable		
Less than 1 year	798,261	1,115,789
1 to 5 years	2,676,150	1,409,360
Total operating expenditure commitments payable (inclusive of GST)	**3,474,411**	**2,525,149**
less GST recoverable from ATO	(583,292)	(342,329)
Total operating expenditure commitments payable (exclusive of GST)	**2,891,119**	**2,182,820**

7. Financial instruments, contingencies and valuation judgements

Introduction

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

7.1 Financial instruments specific disclosures

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

Due to the short-term nature of the financial assets and liabilities held by the Authority, their carrying value is assumed to approximate their fair value.

Categories of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised cost if both of the following criteria are met and the assets are not designated as fair value through profit or loss:

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

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 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
- 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 part under a ‘pass through’ arrangement
- 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
  - 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 plus 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 liabilities in the category:

- Payables (excluding statutory payables)
- Borrowings (including lease liabilities)

Derecognition of financial liabilities

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

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such as an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised as an ‘other economic flow’ in the Comprehensive Operating Statement.

7.1.1. Financial instruments: Categorisation

	Contractual financial assets at amortised cost	
	2026	**2025**
	$	**$**
Contractual financial assets		
Cash and deposits	15,319,263	15,464,838
Receivables: (i)		
Trade receivables	1,389,572	1,300,529
Total contractual financial assets	**16,708,835**	**16,765,367**

	Contractual financial liabilities at amortised cost	
Contractual financial liabilities		
Payables: (i)		
Trade payables	12,006	8,721
Accrued expenses	340,663	646,646
Borrowings:		
Lease Liabilities	442,603	539,227
Total contractual financial liabilities	**795,272**	**1,194,594**

Note:

(i) The total amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian Government and GST input tax credit recoverable and taxes payable).

7.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet but are disclosed and, if quantifiable, are measured at nominal value. No contingent assets or liabilities are noted for the 2026 financial year.

7.3 Fair value determination

Significant judgement: Fair value measurements of assets and liabilities

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

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.

Land, buildings, plant and equipment are carried at fair value, with the exception of right-of-use assets arising from AASB 16, which are measured under the cost model.

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.

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 the 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

AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities* amended AASB 13 *Fair Value Measurement* by adding Appendix F *Australian implementation guidance for not-for-profit public sector entities*. Appendix F explains and illustrates the application of the principles in AASB 13 on developing unobservable inputs and the application of the cost approach. These clarifications are mandatorily applicable annual reporting periods beginning on or after 1 January 2024. FRD 103 permits Victorian public scheduled entities to apply Appendix F of AASB 13 in their next scheduled formal asset revaluation or interim revaluation process (whichever is earlier).

The last scheduled full independent valuation of all the Authority's non-financial physical assets were performed by VGV in 2026. In accordance with FRD 103, the Authority applied AASB2022-10, including Appendix F of AASB 13 and the requirements of FRD 103 prospectively as part of the scheduled formal revaluation process. This resulted in an increase of $154,426 in the land and buildings balance and physical asset revaluation surplus in the current period.

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

Non-specialised land is valued using the market approach, whereby assets are compared to recent comparable sale or sales of comparable assets that are considered to have nominal value. Valuation of the assets was determined by analysing comparable sales and allowing for share, size, topography, location and other relevant factors specific to the asset being valued. From this analysis, an appropriate rate per square metre has been applied to the subject asset.

Non-specialised buildings have been valued using the cost approach having regard to the limited observable market inputs available within the immediate locality, where an active and liquid market does not readily exist for assets comparable to the subject property.

Plant and equipment is held at fair value. When plant and equipment is specialised in use, such that it is rarely sold, fair value is determined using the current replacement cost method.

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

Specialised land and specialised buildings (excluding right-of-use assets): The market approach is used for specialised land and incorporates adjustments for site-specific restrictions and encumbrances, including planning controls, access limitations and flood-related constraints where relevant. No separate community service obligation adjustment was applied.

Assets are valued on the basis that the Authority intends to retain them for continuing use for the foreseeable future. Accordingly, the valuers assessed the assets having regard to their existing use, consistent with the presumption that an asset's current use represents its highest and best use unless market or other factors indicate that an alternative use would maximise its value.

Land assets have been considered on the basis of highest and best use value based on zoning, site characteristics and local market factors.

For the Authority's specialised buildings, the cost approach is used, adjusting for the associated depreciation.

2025 and 2026	Valuation technique (a)	Significant assumption (a)	Range (weighted average)
Specialised land	Market approach	Professional judgement applied in assessing comparable sales and determining appropriate adjustments for site-specific restrictions and utility.	$0.65 – $26.00/m² ($3.25/m²)
Specialised and non-specialised buildings	Current replacement cost	Direct cost per square metre	$344.83 – $1,599.30/m² ($1,230.15/m²)
		Remaining useful life	6 – 35 years (25.4 years)
		Consumed useful life / depreciation adjustment	Consumed 6.67% – 80.00% (42.61%)
Infrastructure and works	Current replacement cost	Replacement cost/unit rate	$35,000 – $197,000 ($117,314)
		Remaining useful life	7 – 24 years (16.3 years);
		Asset condition	Condition rating 6.00 – 9.13 (7.77)
Vehicles	Current replacement cost	Useful life	5.00 – 5.67 years (5.17 years)
Plant and equipment	Current replacement cost	Useful life	3 – 50 years (5.85 years)

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. write off) that are not made either to acquire goods services or other benefits for the entity or 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 2026 (2025: $0).

8.2 Other economic flows included in net result

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

	2026	2025
	$	$
Net gain/(loss) on disposal of non-financial assets		
Proceeds from sale of non-financial assets	187,372	8,673
Less written down value	(53,155)	(62,786)
Total net gain/(loss) on disposal of non-financial assets	**134,215**	**(54,113)**
Other gains/(losses) from other economic flows		
Net gain/(loss) arising from revaluation of long service liability (i)	1,171	(35,480)
Total other gains/(losses) from other economic flows	**1,171**	**(35,480)**

(i) Revaluation due to changes in bond rates.

8.3 Changes in accounting policy

8.3.1. Right-of-use assets

The Authority has made a change in accounting policy to change the measurement basis from the revaluation model to the cost model for the subsequent measurement of right-of-use assets arising from market leases, in accordance with updated requirements under FRD 104.

Previously, the Authority had measured all right-of-use assets arising from market leases using the revaluation model under AASB 13. Following the change in accounting policy, the Authority will measure all right-of-use assets using the cost model. Right-of-use assets measured using the cost model less accumulated depreciation and impairment and any adjustments for remeasurement of lease liability. Periodic revaluations are not required; however, the cost model requires annual impairment assessment in accordance with AASB 136.

Upon adoption of the cost model, the Authority has applied a modified retrospective approach. The approach takes the right-of-use asset's carrying amounts recorded under the revaluation model as at 30 June 2025 as the right-of-use asset's opening balances on application of the cost model.

Accordingly, the comparative information presented is not restated and is reported at the previously determined fair value.

Right-of-use assets arising from significantly below-market leases

The Authority is not required to make any adjustments to right-of-use assets arising from significantly below-market leases, including peppercorn leases, as the Authority already measures these right-of-use assets using the cost model in accordance with AASB 16 and FRD 104, are thus not impacted as a result of this accounting policy change.

Impacts on financial statements

On transition to the cost model, there was no impact on the Authority's financial statements. No impairment was identified by the Authority for the right-of-use assets held as at 30 June 2026.

8.4 Responsible persons

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

Honourable Gayle Tierney, MP	Minister for Water 01/07/2025 to 14/04/2026
Honourable Harriet Shing, MP	Minister for Water 15/04/2026 to 30/06/2026
Honourable Steve Dimopoulos, MP	Minister for Environment 01/07/2025 to 14/04/2026
Honourable Enver Erdogan, MP	Minister for Environment 14/04/2026 to 30/06/2026
Luke Wilson	(Chairperson) 01/10/2025 to 30/6/2026
Ashlen Francisco	(Deputy Chairperson) 01/07/2025 to 30/06/2026
Thomas Giltrap	(Board Member) 01/10/2025 to 30/06/2026
Annaleigh Nash	(Board Member) 01/10/2025 to 30/06/2026
Elisa Raulings	(Board Member) 01/07/2025 to 30/06/2026
Cassandra Schefe	(Board Member) 01/10/2025 to 30/06/2026
Jennifer Wolcott	(Board Member) 01/07/2025 to 30/06/2026
Graeme Dear	(Chairperson) 01/07/2025 to 30/9/2025
Donovan Jacka	(Board Member) 01/07/2025 to 30/09/2025
Miriam McGowan	(Board Member) 01/07/2025 to 30/09/2025
Brendan Foran	(Board Member) 01/07/2025 to 18/08/2025
Katie Warner	(CEO) 01/07/2025 to 30/06/2026

Remuneration

Remuneration received or receivable by the Accountable Officer in connection with the management of the Authority during the reporting period was in the range: $300,000 - $310,000 (2025: $290,000 - $300,000)

8.5 Remuneration of executive officers

The Authority did not have any executive officers, other than the CEO, to whom the Victorian Government's Public Entity Executive Remuneration Policy applies. The CEO is an accountable officer and therefore disclosed under Note 8.4.

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, 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 and consolidated into the whole of state consolidated financial statements.

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

Significant transactions with government-related entities

During the year, the Authority received funding from, and made payments to government-related entities of $8,856,267 (2025: $10,114,222) and $1,175,004 (2025 $523,468) respectively.

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

Katie Warner	Chief Executive Officer	01/07/2025 to 30/06/2026

Remuneration of Key Management Personnel

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

	2026	2025
	$	$
Total remuneration	**449,740**	**436,000**

Transactions and balances with key management personnel and other related parties

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

Outside of normal citizen type transactions with the Authority, there were no related party transactions that involved key management personnel and their close family members, other than that disclosed as follows which were entered into on normal commercial terms:

Payments of $291,083 to Parks Victoria for environmental and land management services, associated with former Chairperson Graeme Dear through their role as a Board member of Parks Victoria; $32,596 to City of Wodonga for the lease of office accommodation, associated with Miriam McGowan through her partner, who serves as Mayor during the period that Miriam McGowan was a Board member; $16,997 to Indigo Creek Landcare for a Landcare grant, where a Board member serves as Secretary; $5,478 to AgriSci Pty Ltd for workshop delivery services, where Cassandra Schefe is Sole Director.

8.7 Remuneration of auditors

	2026	2025
	$	$
Victorian Auditor-General's Office for audit of financial statements	26,000	24,700
Internal Audit costs	43,100	22,111
Total remuneration of auditors	**69,100**	**46,811**

8.8 Subsequent events

Subsequent events are events that occur after the reporting period and before the date the financial statements are authorised for issue. The Authority recognises/discloses these events as follows:

- Adjustments are made to amounts recognised in the financial statements for events where those events provide information about conditions that existed at the reporting date (i.e. adjusting events)
- Disclosure is made where the events relate to conditions that arose after the end of the reporting period and are considered to be of material interest (i.e. non-adjusting events).

The Authority has determined that the following is a non-adjusting event:

After the reporting period, a formal voting process on a proposed new Enterprise Agreement was scheduled to be conducted in September 2026.

The agreement is subject to approval by the Fair Work Commission before it becomes operative. This approval is considered a substantive condition under the *Fair Work Act 2009*.

Consistent with AASB 110 *Events after the Reporting Period,* the approval of the agreement after 30 June 2026 is treated as a non-adjusting subsequent event, as it does not provide evidence of conditions that existed at the reporting date. Accordingly, any resulting employee expenses and associated liabilities will be recognised in future reporting periods once the agreement is formally approved and becomes operative. The proposed agreement is expected to increase employee expenses in future periods, however the financial impact has not been fully quantified.

Appendices

Appendix 1: Disclosure Index

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

Legislation	Requirement	Page no.
Standing Directions (SD) and Financial Reporting Directions (FRD)		
Report of Operations		
Charter and purpose		
FRD 22	Manner of establishment and the relevant Ministers	6
FRD 22	Purpose, functions, powers and duties	2, 6
FRD 22	Key initiatives and projects	14 - 38
FRD 22	Nature and range of services provided	7, 14 - 38
Management and Structure		
CALP 19B	Annual Catchment Condition and Management Report	122 - 133
FRD 22	Organisational Structure	50
Financial and other information		
FRD 10	Disclosure index	113 - 114
FRD 12	Disclosure of major contracts	63
FRD 22	Employment Conduct Principles	78
FRD 22	Workforce data	79
FRD 22	Workforce Inclusion Policy	79
FRD 22	Occupational health and safety policy	80
FRD22	Summary of the financial results for the year	76
FRD 22	5 Year financial summary	77
FRD 22	Summary operational and budgetary objectives including performance	76
FRD 22	Significant changes in financial position during the year	76
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FRD 22	Application and operation of *Freedom of Information Act 1982* (Vic)	62 - 63
FRD 22	Compliance with building and maintenance provisions of *Building Act 1993* (Vic)	60
FRD 22	Statement on National Competition Policy (Competitive Neutrality Policy)	60
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SD 5.2.3	Responsible Body Declaration in report of operations or Declaration in report of operations	5
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Local Jobs First Act 2003 (Vic)		60
Occupational Health and Safety Act 2004 (Vic)		60
Public Interest Disclosures Act 2012 (Vic)		59
Water Act 1989 (Vic)		58

Appendix 2: Operational Performance

The tracking of outputs or activities that are delivered by or in partnership with North East CMA is undertaken on an annual basis to assist in monitoring our operational performance. North East CMA is establishing long-term trends through consistent reporting of standardised outputs (DEECA (2021) Output data standards V3). Outlined over the following pages are the key outputs for north-east Victoria.

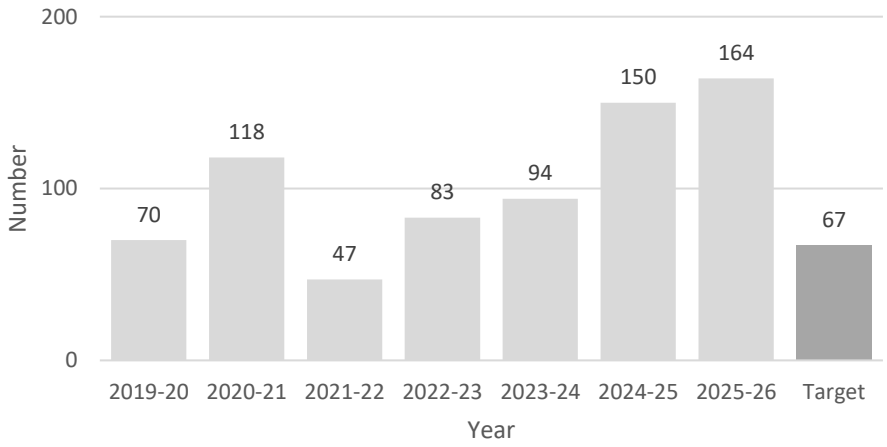
Please note: EC6 projects are 4-year projects funded through the Victorian Government's environmental contribution fund that seeks to promote the sustainable management of water and to address adverse water-related environmental impacts. North East CMA has 8 EC6 projects that commenced in 2024 and finish in 2028.

Australian Government Natural Heritage Trust projects are up to 4.5-year projects funded through the Australian Government's Natural Heritage Trust (NHT) Regional Delivery Partner Program that seek to recover vulnerable ecological communities, protect threatened species and reduce threats to globally significant wetlands. Currently North East CMA has 4 NHT projects that commenced in 2024 and will finish in 2028.

Environmental condition (Waterways, Biodiversity and Land)

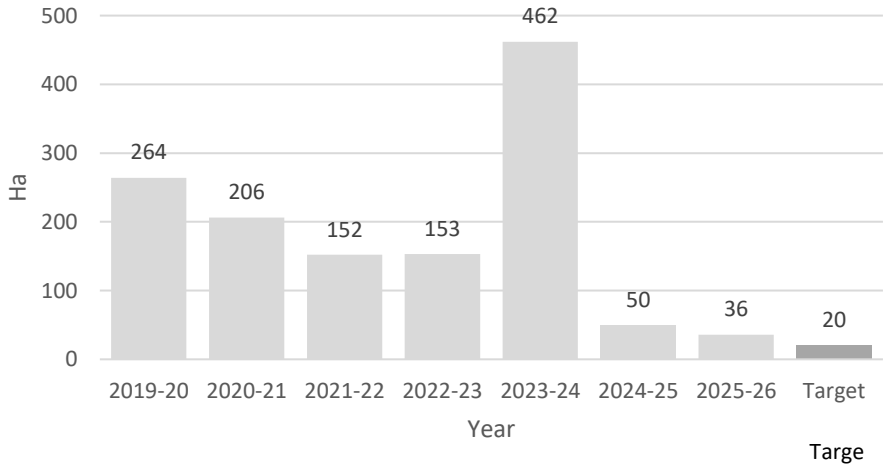
Waterway structures

Figure 6 *Number of waterway structures (installed, replaced, modified removed or maintained)*



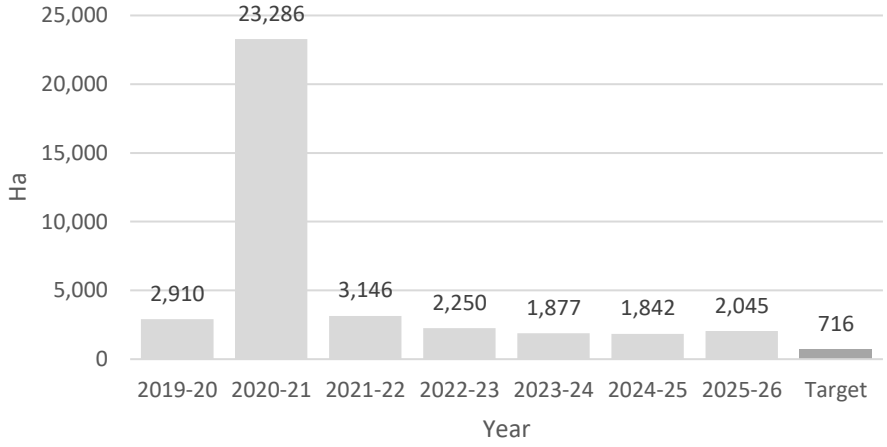
Revegetation

Figure 7 *Area of vegetation (ha) established, modified and maintained*



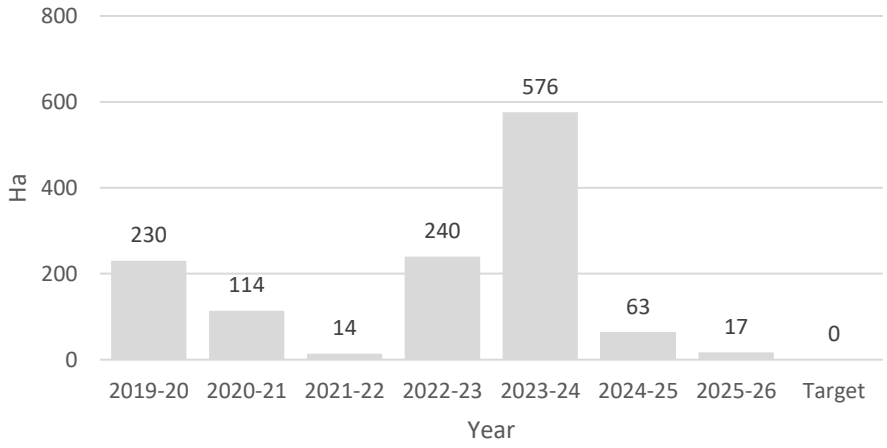
Weed control

Figure 8 *Area of weed control works (ha)*



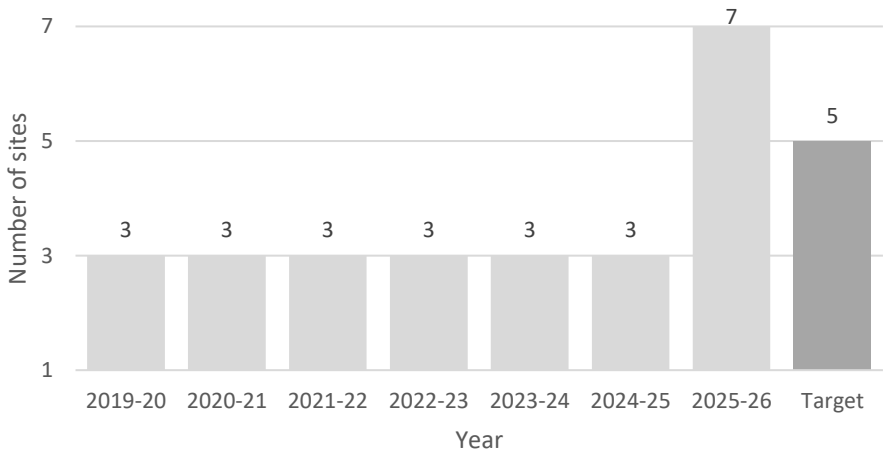
Grazing

Figure 9 *Area of grazing practice change (ha) where grazing by livestock has been established, maintained, modified or removed (includes fencing and grazing outputs)*



Environmental water

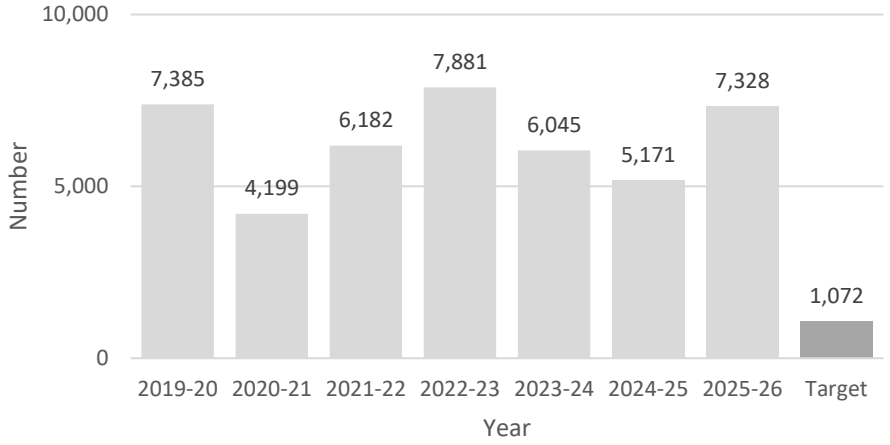
Figure 10 *Number of sites at which environmental water has been delivered*



Community Engagement

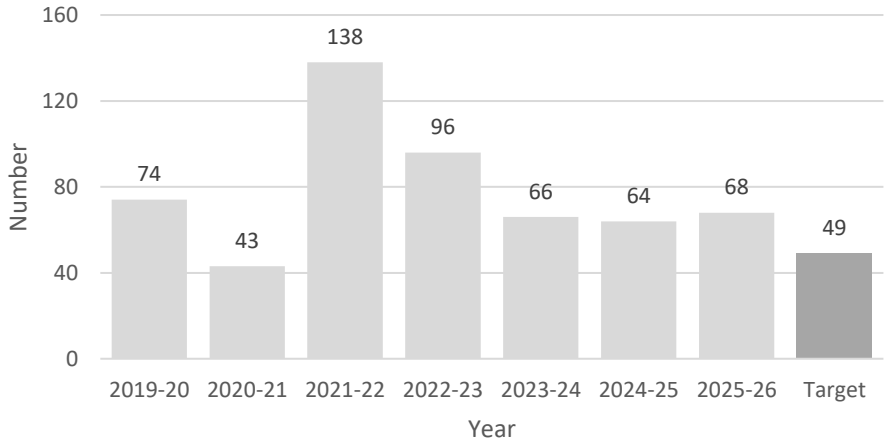
Participants at engagement events

Figure 11 *Number of participants at engagement events*



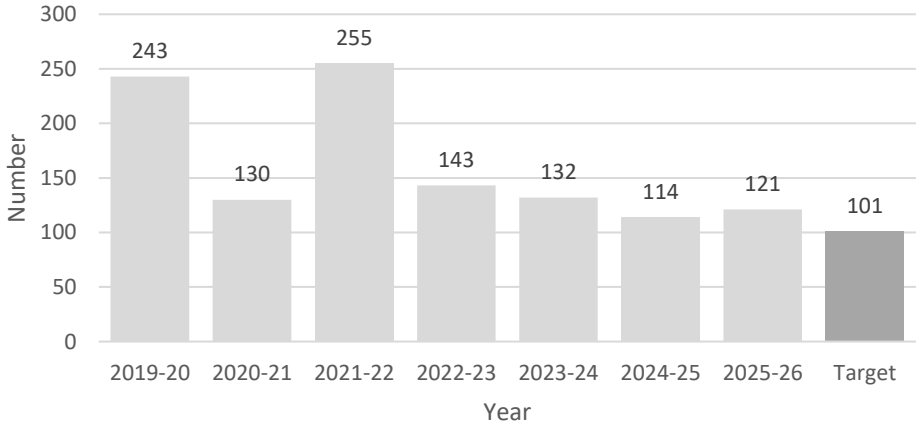
Partnerships

Figure 12 *number of partnerships established, modified or maintained*



Publications

Figure 13 *Number of publications produced, including fact sheets, media releases, newsletters, reports, websites, television and social media*

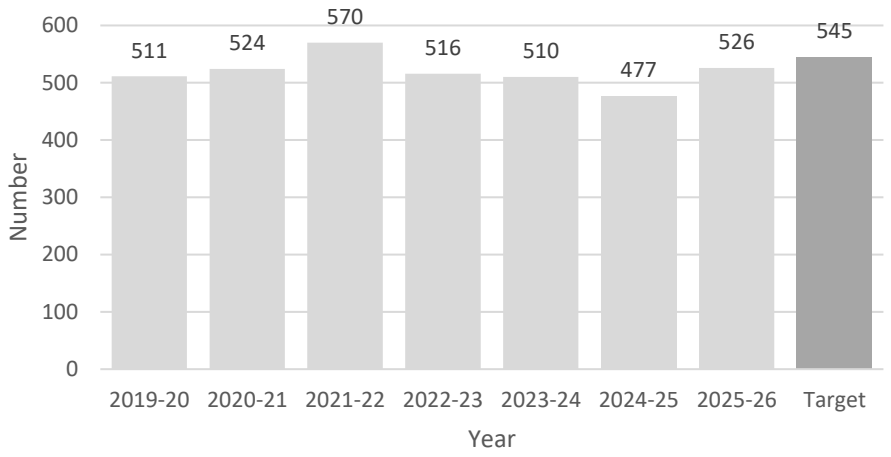


Governance

Approvals and advice

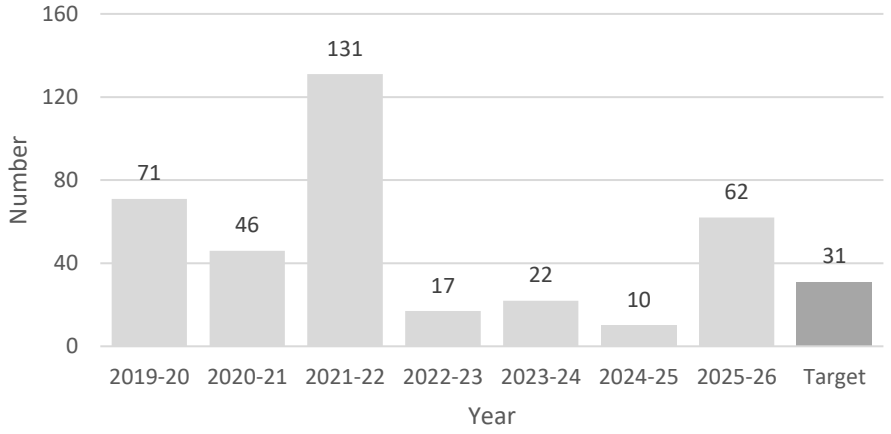
Figure 14 *Number of approvals and advice provided*

Note: The provision of approvals and advice is demand driven.



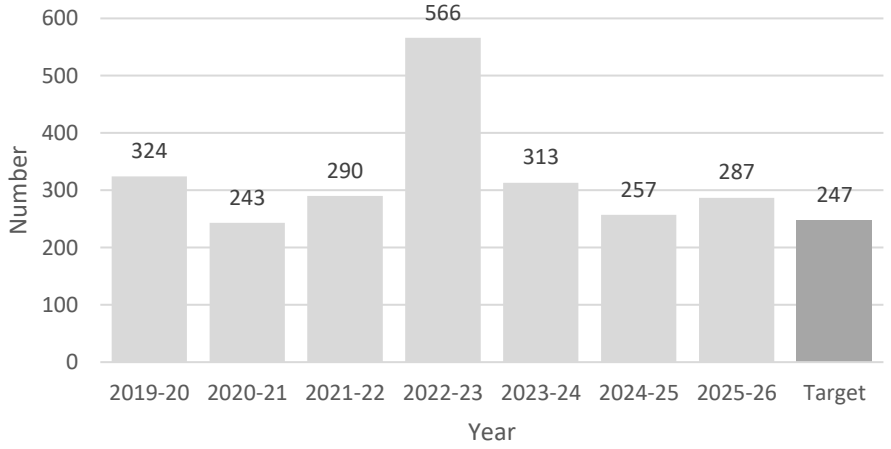
Management agreements

Figure 15 *Number of management agreements (developed or reviewed)*



Assessments

Figure 16 *Number of assessments undertaken*



Plans and strategies

Figure 17 *Number of plans and strategies developed or reviewed*

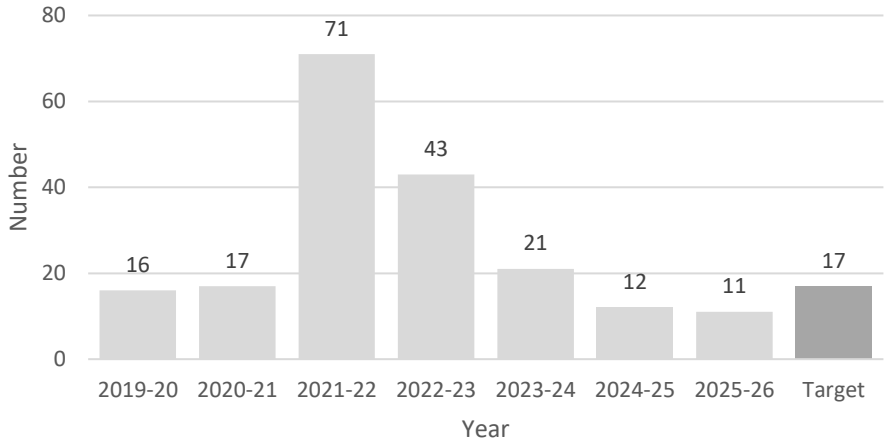


Table 33 *2025-26 Output reporting*

Output	Target	Actual				Notes
		State	C'wealth	Other	Total	
1. STRUCTURAL WORKS						
1.1 Channel (km)	0	0	0	0	0	
1.2 Water storage (no.)	0	0	0	0	0	
1.3 Pump (no.)	0	0	0	0	0	
1.4 Irrigation structure (no.)	0	0	0	0	0	
1.5 Waterway structure (no.)	67	121	32	11	164	Exceeded due to additional timber made available to the Platy Patch – Kiewa Project,
1.6 Terrestrial structure (no.)	0	3	0	0	3	
1.7 Terrestrial feature (no.)	0	0	0	0	0	
1.8 Monitoring structure (no.)	16	15	0	0	15	
1.9 Fence (km)	6	7.88	0.53	0	8.4	
1.10 Visitor facility (no.)	5	0	0	0	0	Our Catchment Our Community Strengthening Catchment Stewardship Project 1 sign will be delivered in 2026-27, and Livingstone Creek Project 4 signs to be installed in 2026-27 due to delays with approvals.
1.11 Road (km)	0	0	0	0	0	
1.12 Crossing (no.)	0	0	0	0	0	
2. ENVIRONMENTAL WORKS						
2.1 Vegetation (ha)	20	30.75	5.31	0	36	Numerous projects contributed to exceeding targets due to strong community interest in partnering to deliver project outcomes.
2.2 Weed control (ha)	716	487	1,558	0	2045	Exceeded due to efficient delivery of weed control on Mount Buffalo and The Platy Patch Project also exceeding targets.
2.3 Pest animal control (ha)	6,593	0	24,720	0	24,720	Efficient delivery by partners means targets are exceeded Includes 5,411 ha cage trapping for feral cats in Alpine Resorts, 262 km of pest predator control (ground shooting) completed across trail managed by Alpine Resorts and 11,544 ha managed by Parks Victoria, targeting feral cats, foxes and deer.
2.5 Threatened species response (no.)	0	0	0	0	0	
2.6 Emergency species response (no.)	0	0	0	0	0	
2.7 Soil treatment (ha)	0	0	0	0	0	
2.8 Earth works (ha)	16.60	36	0	2	38	Exceeded due to some outputs not being included in the 2025-26 Corporate Plan as contracts were still being negotiated with the relevant investor.
2.9 Rubbish removal (ha)	7	12	0	0	12	

Output	Target	Actual				Notes
		State	C'wealth	Other	Total	
3. MANAGEMENT SERVICES						
3.1 Grazing (ha)	0	0	0	0	0	
3.2 Agricultural practices (ha)	65	338	5.31	0	434.67	Sustainable Irrigation – Irrigation Grants exceeded target due to larger than expected properties participating.
3.3 Water (no.)	5	7	0	0	7	
3.4 Fire (no.)	0	0	0	0	0	
4. PLANNING AND REGULATIONS						
4.1 Approval and advice (no.)	545	526	0	0	526	The provision of approvals and advice is demand driven.
4.2 Management agreement (no.)	31	35	27	0	62	Target exceeded due to good interest from the community to partner to deliver project outcomes.
4.3 Assessment (no.)	247	122	165	0	287	Climate Smart Agriculture Project exceeded target due to a successful incentives program.
4.4 Engagement event participants (no.)	1,072	4,261	3,067	0	7,328	Lots of community interest in Landcare and Sustainable Agriculture Facilitator, Climate Smart Agriculture, Aboriginal Water Policy Officer engagement and events.
4.5 Partnerships (no.)	49	63	5	0	68	
4.6 Plan (no.)	17	11	0	0	11	
4.7 Publication (no.)	101	86	35	0	121	
4.8 Information management system (no.)	3	3	0	0	3	

Appendix 3: Catchment condition indicators and trends

Overview

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 3 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 (rcs.vic.gov.au).

In 2025-26, reporting has a focus on assessing North East 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 Regional Catchment Strategy outcomes framework, augmented with regionally specific indicators that have been selected based on criteria including availability and quality of data, and the linkages to regional and policy outcomes.

Catchment condition and management reporting is made up of 3 types of indicators, 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 2025-26 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.

Management rating[28]	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

Condition rating[29]	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

6 Year Condition Trend[30]		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

28 Where appropriate, a management rating is provided that is based on the delivery of planned activities and targets relevant to the theme.
29 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.
30 The 7-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.

2022-23 Catchment Condition Rating

Overall catchment condition is assessed every 5 years. The most recent assessment took place in 2022-23.

Table 34 *2022-23 Catchment Condition rating*

Theme	Condition rating
Water	Moderate
Land	Moderate
Coast and Marine	Not applicable
Biodiversity	Poor
Community	Moderate
Integrated Catchment Management	Good

2025-26 Catchment Condition and Management report

Regional catchment condition and management summary

Table 35 *Regional catchment management summary 2025-26*

Theme	Management 2025-26		Summary Comment
	Management Rating	Total number of indicators assessed	
Water	Above expectations	8	Rainfall in the catchment was below average, although river inflows were average. Environmental water deliveries to wetlands and the Buffalo and King Rivers have increased flow variability and inundated new habitat areas. Installation of waterway structures and revegetation in riparian areas has positively contributed to improvements in river health and water quality.
Land	Met expectations	3	Unprotected soil levels were average in the north east of Victoria and soil moisture was about average 2025-26. Work to support the improvement of soil health continues with the finalisation of the North East Sustainable Irrigation Plan 2025-2035, and a focus on sustainable agricultural practices, soil testing and drought resilience.
Biodiversity	Met expectations	4	Biodiversity in the catchment is supported through native revegetation, weed removal, and pest predator control. The Alpine Peatlands, Mountain-Pygmy Possum and Bogong Moth Recovery projects support the protection of threatened species whilst The Platy Patch is addressing improved biodiversity and connectivity. Both Alpine projects fully achieved short-term outcomes in 2025-26, including the establishment of baseline habitat condition data sets and a Bogong Moth monitoring data set that has been sought by multiple academic institutions.
Community	Above expectations	3	Community engagement across the region is positive. North East CMA works collaboratively with numerous NRM stakeholders including Landcare, Traditional Owners/First Nations and the general community. Grants have been awarded to a range of community groups to support and promote NRM and sustainable land use projects across the catchment.
Integrated Catchment Management	Above Expectations	2	North East CMA continues to collaborate with a range of regional and state partners including NRM bodies and Traditional Owners/First Nations groups to ensure effective integrated catchment management outcomes. Projects include the Upper Mitta Mitta Flagship and OCOC Catchment Stewardships. Coordination of a quarterly North East NRM Partners Forum contributes to positive ICM trends.

Contextual information

Contextual indicators including annual rainfall, exposed soil, river flows, and soil moisture are assessed below to help identify how external environmental factors may have influenced program delivery. Figures provide context over the longer term (i.e. greater than 20 years) while the text describes how conditions over the last year compare.

Graph data and commentary in this section is sourced from: TERN Australia's Environment – 2025 Report https://ausenv.tern.org.au/aer_pdf/2025/NRM_Regions_2023/North%20East.pdf

Annual Rainfall

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

Rainfall for north-east Victoria was below average in 2025.

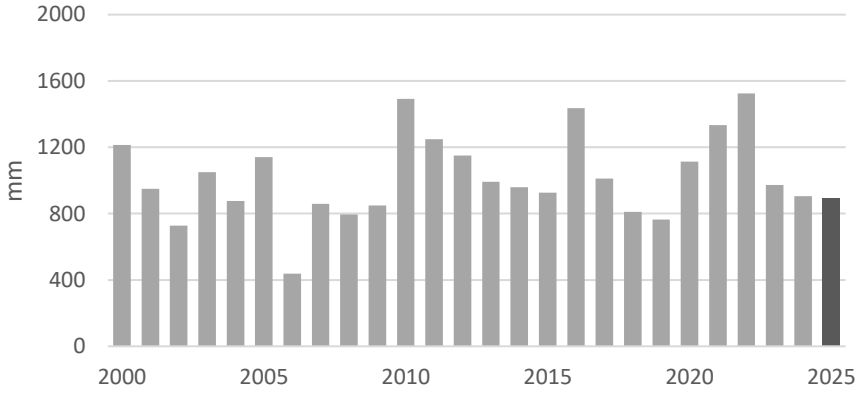


***Figure 18**: Amount of annual rainfall for north-east Victoria*

Inundation

This indicator looks at the annual maximum water extent or inundation.

Inundation levels for 2023 in north-east Victoria were the third highest since 2000.

River Inflows for 2025 were about average.

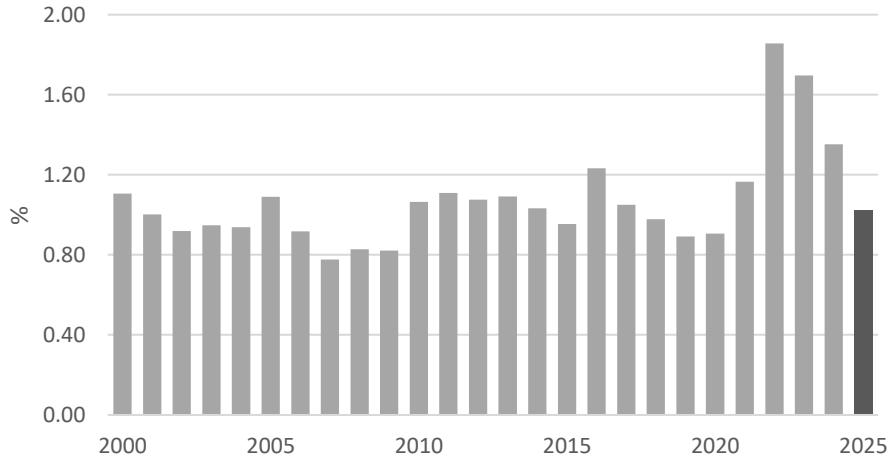


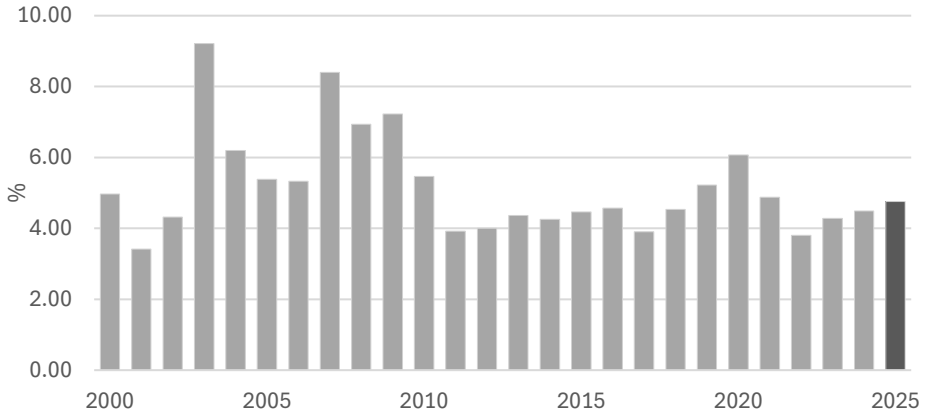
***Figure 19:** Annual maximum water extent for north-east Victoria.*

Exposed Soil

This indicator looks at the percentage of unprotected soil.

The area of unprotected soil in north-east Victoria was average in 2025.

***Figure 20**: Percent of exposed soil in north-east Victoria*

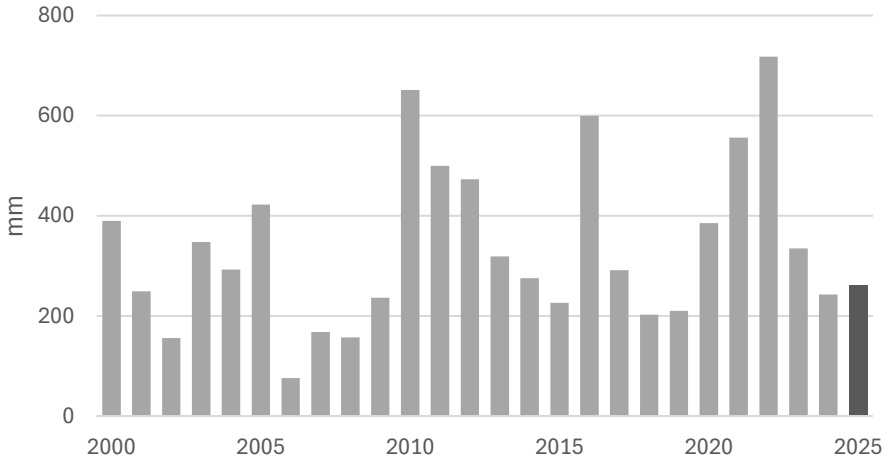


River Inflows*

This indicator provides estimates of river inflows in north-east Victoria.

River flows in north-east Victoria were below average for 2025.

***Figure 21**: Total surface and subsurface runoff into rivers in north-east Victoria.*

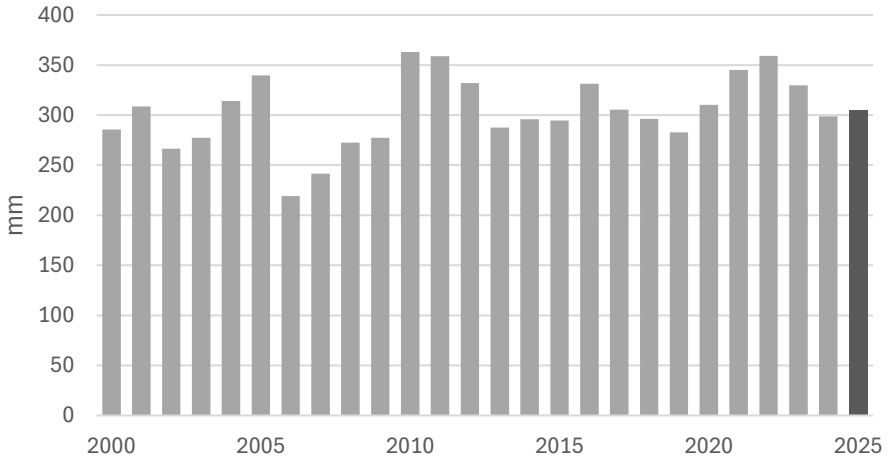


Soil Moisture*

This indicator provides an estimate of soil moisture.

The mean amount of moisture in the soil in north-east Victoria was about average in 2025.

***Figure 22:** Average amount of water stored in the soil profile in north-east Victoria during each year.*



* Marked indicators are optional for inclusion as a contextual indicator.

Natural / extreme events[31]



Rainfall

2025 rainfall below to very much below average across much of Victoria



Temperatures

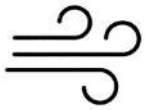
Autumn mean maximum temperatures above average across most of Victoria



Coldest nights

-7.6°C Falls Creek (5 September 2025)

-7.6°C Mount Hotham (18 August 2025)



Strongest Wind Gust

150.0 km/h Mount Hotham (22 July 2025)



Storms

Storms impacted north-east Victoria in February and March 2026



Bushfires

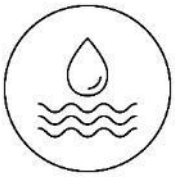
Markwood Fire: 4 to 5 December 2025

Walwa, Murray River Road Fire: 5 January to 2 February 2026. [32]

31 Rainfall, Temperature and Wind data Sourced from: Bureau of Meteorology https://www.bom.gov.au/climate/current/annual/vic/summary.shtml
32 https://www.ffm.vic.gov.au/bushfire-science/planned-burn-case-studies/how-planned-burns-helped-at-walwa

Regional catchment management reporting by theme

Theme Water



Overall Management Rating Above Expectations

The overall management rating for water is above expectations, as targets have been achieved or exceeded in all indicators used in the 2025-26 assessment.

Table 36 *Water indicators used in the assessment*

Indicator	Management rating	Comment
Extent of protected or improved riparian land (ha)	Above expectations	Riparian land protected with 5.6 km fencing (target 3.5 km) and improved with 333 ha (target 208 ha) of weed control.
Waterway Structure (no.)	Above expectations	77 (target 67) waterways structures were completed.
Vegetation (ha)	Above expectations	9.6 ha (target 7 ha) revegetation was completed in 2025-26.
Weed Control (ha)*	Above expectations	333 ha (target 208 ha) of riparian weed control was completed in 2025-26.
Management Agreement (no.)	Above expectations	19 (target 9) management agreements completed in 2025-26.
Environmental flow compliance	Above expectations	7 (target 5) environmental water releases.
Water Act permits (no.)	Above expectations	Provided advice and issued 129 Works on Waterway Permits to protect waterway health
Statutory advice (no.)	Above expectations	Provided advice (109) and responses (170) to local government authorities and agencies on waterway and floodplain related referrals, policy and strategy to protect public and private assets and waterway health.

Theme Land



Overall Management Rating Met expectations

The overall management rating for land is met expectations, as targets have met expectations for the 12-month period (i.e. the majority of activities delivered/targets were met or almost achieved).

Table 37 *Land indicators used in the assessment*

Indicator	Management rating	Comment
Assessments (no.)	Met expectations	110 sites (target 139) were assessed to develop detailed site plans that protect natural assets and support agricultural production.
Engagement Events (no.)	Above expectations	Over 154 engagement events (target 78) with 3,223 participants including 6 Traditional Owners were held in 2025-26 on topics such as soil health, emissions management and carbon opportunities.
Partnerships (no.)	Above expectations	3 partnerships (target 2) with Landcare Victoria, Agriculture Victoria, and One Basin Cooperative Research Centre.

Theme Biodiversity



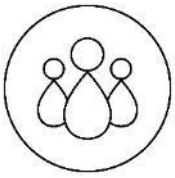
Overall Management Rating Met expectations

The overall management rating for biodiversity is met expectations, as targets have met expectations for the 12-month period (i.e. the majority of activities delivered/targets were met or almost achieved) .

Table 38 *Biodiversity indicators used in the assessment*

Indicator	Management rating	Comment
Vegetation (ha)	Met expectations	0 ha (target 4.5 ha) revegetation was completed in 2025-26.
Pest herbivore and predator control (ha)	Above expectations	24,720 ha (target 6,593 ha) of pest control for cats and foxes was completed for Mountain-Pygmy Possum and Bogong Moth Project including 3,232 ha of deer control was completed in the Sambar Deer Project completed during 2025-26.
Weed control (ha)	Above expectations	1,566 ha (target 387 ha) of total weed control was completed, including 1,298 ha in the Alpine Peatland Project.
Additional area of permanent protection through CMA programs (ha)	Below expectations	No CMA funding was available for permanent protection in 2025-26.

Theme Community



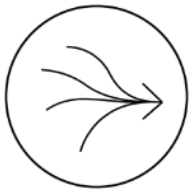
Overall Management Rating Above expectations

The overall management rating for Community is above expectations is above expectations as targets have been achieved or exceeded in all the indicators used in the assessment for 2025-26.

Table 39 *Community indicators used in the assessment*

Indicator	Management rating	Comment
Number of formal partnership agreements with Traditional Owners / First Nations	Above expectations	14 (target 7) formal partnerships with Traditional Owner/First Nations Groups.
Number of participants in engagement events	Above expectations	228 (target 44) engagement events with 2,438 participants in engagement events including 300 Traditional Owner/First Nations People
Total quantum of grants awarded	Above expectations	105 grants were awarded in 2025-26.

Theme Integrated Catchment Management



Overall Management Rating Above expectations

The overall management rating for Integrated Catchment Management is above expectations as targets have been achieved or exceeded in all the indicators used in the assessment for 2025-26.

Table 40 *Community indicators used in the assessment*

Indicator	Management rating	Comment
Number of partnerships	Above expectations	68 (target 49) partnerships reported in 2025-26. 7 catchment partnership agreements maintained in 2025-26.

Table 41 *Catchment Management indicators used in this assessment*

Indicator Name	Used in this assessment?
Water	
Extent of protected or improved riparian land (ha)	Yes
Fence (km)	Yes
Water storage – trough (no.)	No
Vegetation (ha)	Yes
Weed control (ha)*	Yes
Number of Management Agreements (perpetual or non-perpetual)	Yes
Environmental flow compliance	Yes
Land	
Area of improved Agricultural Practices (ha)	No
Number of Assessments	Yes
Number of Property Plans	No
Biodiversity	
Vegetation (ha)	Yes
Pest herbivore and predator control (ha)	Yes
Additional area of permanent protection through CMA programs (ha)	Yes
Coast and Marine	
Vegetation (ha)	Not applicable
Pest herbivore and predator control (ha)	Not applicable
Weed control (ha)	Not applicable
Additional area of permanent protection through CMA programs (ha)	Not applicable
Community	
Number of formal partnership agreements with Traditional Owners / First Nations	Yes
Number of participants in Engagement Events	Yes
Number of Volunteers in CMA programs	No
Total quantum of grants awarded ($)	Yes
Integrated Catchment Management	
Number of partnerships	Yes

Appendix 4: Glossary of terms

AAS	Australian Accounting Standards
AASB	Australian Accounting Standards Board
ABN	Australian Business Number
ANU	Australian National University
ATO	Australian Taxation Office
BAC	Bangerang Aboriginal Corporation
BAU	Business as Usual
CBS	Centralised Banking System
CEO	Chief Executive Officer
CMA	Catchment Management Authority
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DDAC	Duduroa Dhargal Aboriginal Corporation
DEECA	Department of Energy, Environment and Climate Action
EC6	Environment Contributions Tranche 6
eDNA	Environmental DNA
FBT	Fringe Benefits Tax
FOI	Freedom of Information
FRD	Financial Reporting Direction
FTE	Full-Time Equivalent
GMW	Goulburn-Murray Water
GST	Goods and Services Tax
ha	hectare
HSC Committee	Health, Safety and Consultative Committee
ICT	Information and Communications Technology
IT	Information Technology
IWM	Integrated Water Management
Jaithmathang TABOO	Jaithmathang Traditional Ancestral Bloodline Owners Organisation
KBJ	Konermar Buller Jatihmatang
km	kilometre
LMS	Learning Management System
LSL	Long Service Leave
LUNKERS	Little Underwater Neighbourhood Keepers Encompassing Rheotactic Salmonids
LUTO2	Land Use Trade Offs version 2
m	Metre
M	million
MDBA	Murray-Darling Basin Authority
ML	Megalitre
mm	Millimetre
MPSG	Major Project Skills Guarantee
MWh	Megawatt Hour
NHT	Natural Heritage Trust
NNNMAC	Nindi-Ngujarn Ngarigo Monero Aboriginal Corporation Traditional Owner Group
NonBAU	Non-Business as Usual
NRM	Natural Resource Management
NSMP	National Soil Monitoring Program
OCOC	Our Catchments, Our Communities
OHS	Occupational Health and Safety
OVIC	Office of the Victorian Information Commissioner
PAYG	Pay As You Go
pH	Potential of Hydrogen (measure of acidity)
RCS	Regional Catchment Strategy
RWS	Regional Waterway Strategy
SBS	Special Broadcasting Service
SEO	Senior Executive Officer
SOC	Security Operations Centre
SPF	Social Procurement Framework
TLaWC	Taungurung Land and Waters Council
VAGO	Victorian Auditor General's Office
VEWH	Victorian Environmental Water Holder
VPSC	Victorian Public Sector Commission
WHS	Work Health and Safety

Our catchment management partners North East CMA would like to acknowledge all partner organisations and individuals who have worked alongside us to help improve and maintain the health of the catchment. We value your support, expertise and commitment to protecting the environment.

Agriculture Victoria

Alpine Resorts Victoria (Falls Creek and Mount Hotham)

Alpine Shire Council

Alpine Valleys Community Leadership

Arthur Rylah Institute

Australian National University

Australian Trout Foundation

Bairnsdale Fly Fishing Club

Bangerang Aboriginal Corporation

Beechworth Urban Landcare and Sustainability

Benambra Angling Club

Benambra Dinner Plain Omeo Landcare Group

Bryants Gap District Landcare Group

Burgoigee Creek Landcare Group

Carboor/ Bobinawarrah Landcare Group

Charles Sturt University

City of Wodonga

Commonwealth Scientific and Industrial Research Organisation

Corangamite CMA

Country Fire Authority

Cudgewa Creek Landcare Group

Dalka Warra Mittung Aboriginal Corporation

Department of Agriculture, Fisheries and Forestry

Department of Climate Change, Energy the Environment and Water

Department of Energy, Environment and Climate Action

Department of Jobs, Precincts and Regions

Dhudhuroa Waywurru Nations Aboriginal Corporation

Duduroa Dhargal Aboriginal Corporation

East Gippsland CMA

Edi-Black Range Catchment Group

Environment Protection Authority Victoria

Friends of Chiltern-Mt Pilot National Park

Friends of Mitta Inc.

Friends Of Willow Park Inc.

Glenelg Hopkins CMA

Goulburn Broken CMA

Goulburn-Murray Water

Goulburn Murray Climate Alliance

Greta Valley Landcare Group

Gunaikurnai Land and Waters Aboriginal Corporation

Hodgsons & Horseshoe Creeks Landcare Group Inc.

Honeysuckle Spring Creek Landcare

HVP Plantations

Indigo Shire Council

Indigo Valley Landcare Group

Jaithmathang Traditional Ancestral Bloodline Owners First Nation Aboriginal Corporation

Jarvis Creek Landcare

Kiewa Catchment Landcare Groups

Koetong Landcare Group Inc.

Konermar Buller Jaithmatang

La Trobe University

Landcare Victoria

Mallee CMA

Melbourne Water

Mitta to Murray Blackberry Action Group

Mitta to Murray Landcare Inc.

Mitta Valley Landcare

Moira Shire

Murray-Darling Basin Authority

Myrtleford & District Landcare & Sustainability Group

Nallawilli Bunjill

North Central CMA

Nindi-Ngujarn Ngarigo Monero Aboriginal Corporation

North East Blackberry Action Group

North East Water

North East Wine Zone

NRM Regions Australia

NSW Local Land Services

Omeo Angling Club

On-Country Pathways

One Basin Cooperative Research Centre

Ovens Landcare Network

Parks Victoria

Riverine Plains Inc

Royal Melbourne Institute of Technology

Rural City of Wangaratta

Rutherglen Landcare Group

Springhurst & Byawatha Hills Landcare

Stanley Landcare Group

Sustainability Victoria

Swamps, Rivers and Ranges Inc.

Taungurung Land and Waters Council

Towong Shire

Tri-state Murray Alliance

Trust for Nature

University of Western Sydney

University of Tasmania

Upper Murray Landcare Network

Upper Ovens Valley Landcare Group Inc.

Vic Catchments

Victorian Environmental Water Holder

Victorian Fisheries Authority

Victorian State Government

VicWater

Wangaratta Landcare & Sustainability

Warby Range Landcare Group

Watertrust Australia

West Gippsland CMA

Wimmera CMA

Wise's Creek & Talgarno Landcare Group

Wodonga Urban Landcare Network Inc.

Wooragee Landcare Group

Wodonga TAFE

Yackandandah Landcare Group

Yorta Yorta Nations Aboriginal Corporation

NOTE. Partners listed in alphabetical order. The list represents the diversity of stakeholders we work with, it is not intended to be an exhaustive list.

How we can help you

You can contact North East CMA for advice and assistance in the following areas:

Funding and grants

We provide information about natural resource management funding programs and can link you to funding sources. Our website has regular updates and grants and incentives programs. Visit www.necma.vic.gov.au

Works on waterways

You can contact us for permits and planning advice.

Landcare

We can put you in contact with your nearest Landcare group.

Seminars and workshops

We run seminars about current environmental issues and hold workshops to build the skills of groups and individuals. Check our website for coming events, or register to receive our fortnightly electronic newsletter which contains an up to date list of local events, grants and other useful Natural Resource Management information by emailing: necma@necma.vic.gov.au

First Nations Community Support

We facilitate Traditional Owner/First Nations community involvement in natural resource management and can put you in contact with Traditional Owner/First Nations community groups across the region.

North East Catchment Management Authority
PO Box 616, Wodonga, VIC 3689
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