

# Annual Report 2022–23

Department of Energy,  
Environment and Climate Action

## Additional information available on request

In compliance with the requirements of the Standing Directions of the Minister for Finance, details of the items listed below have been retained and are available to the relevant Ministers, Members of Parliament and the public on request (subject to the provisions of the *Freedom of Information Act 1982*).

To ensure the department is meeting its accountability and compliance requirements, some of this additional information has been included in the Annual Report where relevant.

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## Additional information

### a) A statement that declarations of pecuniary interests have been duly completed by all relevant officers of the department

Declarations of pecuniary interests have been duly completed by all relevant officers.

### b) Details of shares held by senior officers as nominee or held beneficially in a statutory authority or subsidiary

No shares are held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary.

### c) Details of publications produced by the department about the activities of the department and where they can be obtained

Publication	Date produced	Availability
Department of Environment, Land, Water and Planning Annual Report 2021–22	September 2022	Available online ( <a href="http://www.deeca.vic.gov.au/ourdepartment/annual-report">www.deeca.vic.gov.au/ourdepartment/annual-report</a> and <a href="http://www.data.gov.au">www.data.gov.au</a> ) or from our Customer Contact Centre on 136 186

### d) Details of changes in prices, fees, charges, rates and levies charged by the department for its services, including services that are administered

Details of fees and charges are available on the department's website at [www.deeca.vic.gov.au](http://www.deeca.vic.gov.au).

### e) Details of any major external reviews carried out in respect of the operation of the department

Major external reviews	Conducted by	Purpose	Released
Assurance of DELWP breaches of planned burn control lines – 2020–21	Inspector-General for Emergency Management (IGEM)	IGEM's sixth report on breaches of planned burn control lines, covering the period 1 July 2020 to 30 June 2021. It also includes a summary of bushfire fuel management in Victoria, and provides a progress update on implementation of two ongoing recommendations made in previous reports.	20 July 2022
Audit Report – Standard 8 of the Victorian Protective Data Security Standards	Office of the Victorian Information Commissioner	The Victorian Information Commissioner sought to establish whether the four organisations former Department of Environment, Land, Water and Planning (DELWP); former Department of Jobs, Precincts and Regions (DJPR); Transport Accident Commission (TAC); and Victorian WorkCover Authority (WorkSafe) subject to the audit have appropriate practices and procedures in place to ensure third-parties they share public sector information with are dealing with it securely. To do this, the audit assessed practices against four aspects of Standard 8 of the <i>Victorian Protective Data Security Standards</i> .	20 July 2022
Inquiry into apartment design standards	Legislative Assembly Environment and Planning Committee	Inquiry investigating the potential for better apartment design standards, including an examination of initiatives undertaken by other states or nations.	2 August 2022
Follow-up of Protecting Victoria's Coastal Assets	Auditor-General	This review assessed whether the former Department of Environment, Land, Water and Planning (DELWP) effectively responded to the recommendations from the Auditor-General's 2018 Protecting Victoria's Coastal Assets audit.	31 August 2022
Review of Victoria's preparedness for major public health emergencies, including pandemics	Inspector-General for Emergency Management	A review of Victoria's preparedness for a range of events which might have wide-ranging public health impacts upon the Victorian community.	3 September 2022

Major external reviews	Conducted by	Purpose	Released
Regulating Victoria's Native Forests	Auditor-General	This audit assessed whether the Office of the Conservation Regulator (OCR) effectively regulates timber harvesting operations in Victoria's native forests.	6 October 2022
Fair Presentation of Service Delivery Performance 2022	Auditor-General	This review assessed whether the public sector fairly presents its service delivery performance.	22 March 2023
Understanding Victoria's Contaminated Land	Auditor-General	This review assessed if data and information about the status of contaminated land in Victoria is accurate, current, and fit for purpose.	23 March 2023
Victorian Emergency Management Strategic Action Plan Update #4 2019-22 – Progress Report 2021	Inspector-General for Emergency Management	IGEM's sixth progress report on the state's implementation of the Victorian Emergency Management Strategic Action Plan. Implementation of SAP actions aim to support a sustainable and efficient emergency management system for Victorian communities.	28 June 2023

**f) Details of any major research and development activities undertaken by the department that are not otherwise covered either in the report of operations or in a document which contains the financial statement and report of operations**

Major Research Activities	Conducted by	Purpose
Eastern Victoria airborne gravity survey	Geological Survey Victoria, Surveyor General Office of Victoria, Geoscience Australia (National Collaborative Framework Agreement)	<p>The objective of the project is to collect consistent and evenly distributed gravity measurements to address areas with limited data coverage.</p> <p>The new gravity data will significantly improve Victoria's gravity model and the accuracy of real-world heights from GPS positioning.</p> <p>The data will also be used by geoscientists to further understand southeast Australia's geological "architecture" and how it has evolved over time.</p>
Shepparton-Numurkah Regional ground gravity	Geological Survey Victoria, Geoscience Australia (National Collaborative Framework Agreement)	<p>Victoria has some of the best coverage of ground gravity data in Australia. The research is to develop a greater understanding of Victoria's underlying geological architecture.</p> <p>The gravity survey adds to Victoria's geological knowledge base and contributes to future scientific research, including geological investigations in collaboration with MinEx-CRC. It will help Government to make better informed earth resource and land management decisions.</p>
Northwest Victoria (Delamerian) broadband magnetotelluric transect	Geological Survey of South Australia, Geological Survey Victoria (Letter of Agreement)	<p>The survey will measure variations in the Earth's natural ability to resist electrical currents.</p> <p>The data gathered will provide insights into the rocks and geological structures from near the surface to kilometres deep within the earth.</p>
AusArray-Vic	Geoscience Australia and the Geological Survey Victoria (National Collaborative Framework Agreement)	<p>The Australian Passive Seismic Array Project (AusArray) is a national survey undertaken collaboratively between governments and academia.</p> <p>This research is to acquire new regional passive seismic data in Victoria as part of the Australian Passive Seismic Array Project (AusARRAY-Vic).</p>
Preliminary investigation of the hydrogen storage potential in the Port Campbell Embayment, Onshore Otway Basin, Victoria.	Geological Survey Victoria	To investigate the potential for underground hydrogen storage in depleted, repurposed and unproduced gas fields in the Port Campbell Embayment.
National Mine Waste Atlas – Victoria	Geoscience Australia, RMIT, Geological Survey of Victoria, Industry participants (Letter of Agreement)	<p>The Atlas of Australian Mine Waste is an interactive online mapping tool that provides governments, industry and the community with accurate information about Australian mine tailings, waste rock, smelter residues and related mine waste materials.</p> <p>This research is to contribute to the Victorian component of the atlas.</p>

Major Research Activities	Conducted by	Purpose
Geochemical analysis of rock samples for critical minerals	ALS, Geological Survey Victoria (DJSIR Procurement)	Geochemical analysis of rock samples from a selection of Victoria's critical mineral occurrences to generate new geoscience data and knowledge. Accurate determination of elemental and isotopic compositions of geological samples support future mineral exploration.
Critical Minerals drill core and rock sample characterisation	CSIRO, Geological Survey of Victoria, Industry participants (Consulting Services Agreement)	Drill core and rock samples aid in targeting, detection, and characterisation of mineral deposits. To increase the knowledge of the form and distribution of a select known critical mineral occurrences in Victoria, including potential unrealised value-add metal opportunities.
Geoscience Australia – Exploring for the future Program – NW Victorian Delamerian seismic and gravity	Geoscience Australia, Geological Survey of Victoria, Geological Survey SA, Geological Survey NSW	This is a cross state border initiative to improve coverage of seismic and gravity data in Australia. The research is to develop a greater understanding of Victoria's underlying geological architecture. The gravity survey adds to Victoria's geological knowledge base and contributes to future scientific research. It will help Government to make better informed earth resource and land management decisions.
Collaborative post-mining development planning for the Latrobe Valley (ongoing)	CRC-TiME (Cooperative Research Centre for Transformations in Mining Economies)	To undertake deliberative consultation on different mine land rehabilitation options to identify priorities and highest value adding approaches.
Climate change risks to soil covers in rehabilitated Latrobe Valley coal mines (ongoing)	CRC-TiME (Cooperative Research Centre for Transformations in Mining Economies)	Test a range of known and emerging vegetation types used in mine rehabilitation to establish their resilience to a changing climate to provide long term performance.
Using big data and strategic communication to support the hydrogen industry's evolution in Australia	FEnEx CRC	Strategic communication to support Australia's transition to a hydrogen economy and the many steps on this journey, is needed to achieve a sustained social license, build, and assure trust, and avoid misinformation. This project intersects research methodologies to create an evidence base for strategic communication to navigate ongoing challenges and opportunities around hydrogen industry's evolution in Australia.
Bridging blue and green hydrogen	FEnEx CRC	Assess the viability of combined blue (natural gas and coal) and green (electrolysis) hydrogen.
Options for net zero emissions hydrogen from Victorian lignite	Australian Carbon Innovation (ACI) and Monash University	To determine the feasibility of generating zero emissions hydrogen from Victorian lignite using currently available technologies.
Economic and social impacts and benefits of Victoria's 2035 emissions reduction interim target	Deloitte Access Economics	To inform the government's decision on a 2035 greenhouse gas emissions reduction target under the <i>Climate Change Act 2017</i> .
Climate-economy modelling of Victoria's 2035 emissions reduction target	Deloitte Access Economics	To inform the government's decision on a 2035 greenhouse gas emissions reduction target under the <i>Climate Change Act 2017</i> .
Financial assurance for high-risk and contaminated sites	Sapere Research Group	To undertake policy and economic analysis to identify and evaluate policy options to further strengthen the current financial assurance (FA) framework under the <i>Environment Protection Act 2017</i> to reduce state exposure to financial risk from high-risk and contaminated sites. The outcome of the review will be used as part of a broader review of government exposure to financial risk and, if regulatory revisions are recommended and supported by government, may inform the development of a Regulatory Impact Statement (RIS).
Victorian Greenhouse Gas Emissions Projection and Emissions Reduction Scenarios	Jacobs	To inform the government's decision on a 2035 greenhouse gas emissions reduction target under the <i>Climate Change Act 2017</i> .

Major Research Activities	Conducted by	Purpose
Ecosystem resilience – Collection and Analyses of ecosystem resilience data for the Victorian Bushfire Monitoring Program	University of Melbourne	To provide data for models and tools used for decision making for bushfire management across the state, risk assessments, and reporting.
Additional sites – Collection and analyses of ecosystem resilience data for The Victorian Bushfire Monitoring Program	University of Melbourne	To provide data for models and tools used for decision making for bushfire management across the state, risk assessments, and reporting.
Climate Change impact on values	University of Melbourne	To establish effective climate change and bushfire risk engagement practice and delivery.
Safer Together Joint Research Strategy (STJRS) Implementation Plan (IP)	Collaborative Consulting Co.	To develop a 10-year Implementation Plan for the Safer Together Joint Research Strategy (STJRS).
Bushfire Behaviour Database	CSIRO	To improve access to the data required for Bushfire Reconstructions.
Point Cloud Processing Hub	Office of Planetary Observations	To improve methods used by non-specialist staff to collect and process TLS fuel data.
Statewide Ecosystem Resilience Monitoring Program – Establishment, Collection and Analysis of Ecosystem Resilience Data in Heathland Sands	University of Melbourne	Provide data for models and tools used for decision making for bushfire management across the state, risk assessments, and reporting.
Mitigating extreme post-fire hydro-geomorphic risk in Victoria-Stage 3	University of Melbourne	To understand rainfall triggers for post-fire debris flow.
Mitigating extreme post-fire hydro-geomorphic risk in Victoria-Stage 4	University of Melbourne	To understand rainfall triggers for post-fire debris flow.
Review of Compliance Standards for application of the Precautionary Principle during timber harvesting operations in Victoria's State forests	University of Melbourne	To provide advice relevant to the application of the Precautionary Principle (as specified in the Code) in the development of the Compliance Standards framework.
Science review of the Victorian Criteria and Indicators (C&I) for Sustainable Forest Management	University of Melbourne	To provide advice on the relevance and robustness of C&I for supporting sustainable forest management in the future.
Planned Burn Outcomes Reporting Tool	TBC through Natural Hazards Research Australia	To develop a planned burn outcomes reporting tool.
Application of AQVx for research validation	University of Tasmania	To develop a user-friendly platform to aid the interpretation of smoke forecasts and air quality information for planned burns.
Bushfire Reconstructions: Developing a data solution to support simulator evaluation	TBC through Natural Hazards Research Australia	To develop an underlying bushfire reconstruction database.
Effectiveness of fuel reduced areas in limiting fire spread	TBC through Natural Hazards Research Australia	To establish a quantitative evidence base – analysing historical fuel treatment data – used for planning fuel treatments and strategic fire suppression.

Major Research Activities	Conducted by	Purpose
Development of a methodology to produce Victorian ensemble weather outputs that differ based on spatial and fire danger rating conditions	University of Melbourne	To integrate spatially related weather curves into bushfire simulations.
Development of a Dead Fuel Moisture "dry-down" excel calculator – using data from the fuel moisture monitoring network	University of Melbourne	To develop an excel workbook which allows land and fire managers to predict dead fuel moisture with greater accuracy and capacity than currently available.
Development of a variable wind reduction model for fire prediction	University of Melbourne	To improve wind reduction factor inputs applied in fire behaviour modelling and simulation in Victoria.
Quantifying the relationship between fire management, bushfires, and ecosystem resilience	TBC through Natural Hazards Research Australia	To quantify the difference in the state of ecosystem resilience and ecological values between landscapes which have experienced differing fire management and bushfire regimes across Victoria.
Ecological Fire Response Calculator 2.0	University of Melbourne	To update and improve an existing tool – the Fire Response Calculator v. 1.0.
Fire management approaches to mitigate the impacts of bushfires on ecological values	University of Melbourne	To identify the suite of management actions and the combination and spatial and temporal application required to mitigate the impacts of bushfires on ecosystem resilience and ecological values under different future climate scenarios.
Improving methodologies for statewide ecosystem resilience monitoring	University of Melbourne	To compare on-ground and passive call recorders to identify the optimal monitoring methodology for birds under the Victorian Bushfire Monitoring Program (VBMP).
Testing the efficacy of thermal drone surveys for threatened arboreal fauna	University of Melbourne	To quantify the effectiveness of new methods for surveying threatened and endangered nocturnal arboreal fauna – specifically the Southern Greater Glider – using drones and thermal imagery.
Fire salvage harvesting: literature review	University of Melbourne	To produce an evidence base to assist DEECA in prioritising active management strategies and practices after severe and extreme disturbances, including after the cessation of native timber harvesting.
New definition of 'emergent old growth'	University of Melbourne	To suggest definitions for old growth and emergent old growth forest.
Interjurisdictional literature review of variable retention harvesting methodologies	University of Melbourne	To better understand how different variable retention harvesting systems can be defined and utilised to achieve ecological outcomes.
Next cohort of old growth	University of Melbourne	To investigate the risks of bushfires and climate change to the amount and current distribution of old-growth and emerging old-growth forests.
Expert analysis to investigate the ecological trade-offs associated with a greater harvesting footprint	University of Melbourne	To identify the impacts of extensive versus intensive harvesting on select forest biodiversity values.
Modelling alternative old growth definitions	University of Melbourne	To identify the amount and location of potential old growth and future old growth.
Fire Salvage Harvesting	University of Melbourne	To quantify the ecological impacts of fire salvage harvesting in Victoria's Ash forests.
Active Management Review	University of Melbourne	To establish clarity around the definition of active forest management in the context of Victoria's forests.
Forest regeneration standards for environmental values	University of Melbourne	To identify evidence-based recommendations for best-practice regeneration standards, to support environmental values, under a range of site conditions and harvesting methods.

Major Research Activities	Conducted by	Purpose
Post-Storm Windthrow Recovery Guide: Low elevation mixed species forests	University of Melbourne	To develop a Post-storm Windthrow recovery guide.
Predicting carbon-stock recovery after bushfires in fire-tolerant forests	University of Melbourne	To improve knowledge required to address components of Recommendation 11 of the Major Event Review of the 2019–2020 Bushfires relating to fire effects on carbon-stock recovery in the fire-tolerant forests of Victoria.
Methods for improving and streamlining fauna data for fire management	Arthur Rylah Institute	To expand the sector's capability to reduce uncertainty in knowledge and models of species' response to fire.
Adequacy of Special Management Zone (SMZs) plans for the Smoky Mouse	Arthur Rylah Institute	To inform an evidence-based assessment of the adequacy of management actions, specifically Special Management Zones (SMZs), for the protection of this species.
Adequacy of timber harvesting exclusion zones for Watson's Tree Frog (previously called Large Brown Tree Frog)	Arthur Rylah Institute	To inform an evidence-based assessment of the adequacy of the current Code prescriptions for the protection of this species and its key habitat requirements.
Informing forestry roading sediment control practices to benefit the industry and the aquatic environment: The adequacy of Code prescriptions	Arthur Rylah Institute	To inform the adequacy of Code prescriptions in reducing sediment from forestry roading and water crossings into waterways.
Climate change vulnerability literature review	Arthur Rylah Institute	To address climate change in relation to biodiversity values as part of the Forest Management Planning process.
Updating DEECA's fire severity models in the Global Earth Engine (GEE) Severity Mapping tool	Arthur Rylah Institute	To improve the performance of the fire severity model.
Assess the adequacy of retention harvesting prescriptions to protect Southern Greater Guilders in timber harvesting coupes	Arthur Rylah Institute	To provide data to support decision making around options for future prescriptions for a revised Code of Practice.
Assess the occupancy of Leadbeater's Possums within 200m Special Protection Zones, within timber harvesting coupes	Arthur Rylah Institute	To provide data to support decision making around options for future prescriptions for a revised Code of Practice.
Adequacy of timber harvesting exclusion zones and survey prescriptions for Southern Giant Burrowing Frog	Arthur Rylah Institute	To provide data to support decision making around options for future prescriptions for a revised Code of Practice.
Expert elicitation of fauna species response to fire	Arthur Rylah Institute	To improve the functionality and usability of an elicitation app to support future elicitation programs.
Transitioning DEECA's fire severity modelling tool from Google Earth Engine to the DEA platform	Arthur Rylah Institute	To migrate DEECA's Fire Severity tool from the current Google-based R&D environment to Digital Earth Australia (DEA) / Geoscience Australia.

Major Research Activities	Conducted by	Purpose
Statewide aerial kangaroo population survey	Helifarm Pty Ltd	To undertake statewide surveys of Victoria's three kangaroo species to provide an updated estimate of kangaroo abundance in Victoria.
Victorian Murray Floodplain Restoration Project (VMFRP) Ecology MER Baseline Monitoring Summer Autumn 2023	Arthur Rylah Institute	Provide ongoing monitoring and reporting over Summer / Autumn 2023 as per the Victorian Murray Floodplain Restoration Project (VMFRP) Ecology MER Plan.
Fish recovery and carp management post floods	Arthur Rylah Institute	To lead and support a statewide program of fish recovery in response to anoxic blackwater. The management of carp numbers after a breeding boom post flood event.
VMFRP – Spring 2022	Arthur Rylah Institute	Provide ongoing monitoring and reporting over Spring as per the VMFRP Ecology MER Plan
Strategic Fuel Breaks (SFB) – MER 2021 to 2023	Arthur Rylah Institute	<ol style="list-style-type: none"> <li>1. To support the former DELWP policy groups through provision of expert ecological information in the identification and management of key biodiversity assets that may be impacted by proposed SFBs.</li> <li>2. To manage and coordinate implementation of the SFB MER program, including pre-SFB field assessments, evaluation of the effectiveness of impact mitigation measures and monitoring to inform key knowledge gaps.</li> <li>3. To design and implement an expert elicitation process for the development of significant impact thresholds for environmental values that are framed specifically for SFBs.</li> <li>4. To coordinate the collaborative development of a transparent multiple-values decision framework to inform and support trade-off decisions around the benefits and impact of SFBs.</li> </ol>
Assessing Fish Flood Recovery in 2023	Arthur Rylah Institute	To rescue fish from important populations where possible. To translocate some fish to safer waters while some key species will help maintain brood stock to help future recovery efforts. To assess the degree of impact the blackwater fish kills have had on populations. Using pre-flood data combined with post flood data, assess impacts on important populations.
Monitoring deer distribution, abundance and their impacts across Victoria 2022–2023	Arthur Rylah Institute	Address information gaps, by developing a broad-scale surveillance and monitoring program that can be used to answer questions about changes in deer populations, and their impacts, at sub-regional, regional and statewide scales.
ARI Forest protection Survey program 2022–2023 – Supplementary to 102003	Arthur Rylah Institute	Provide advice, undertake program designed update and Aquatic surveys.
Biodiversity decision systems (Strategic Management Prospects development) 2022–2023	Arthur Rylah Institute	To continue the development and improvement of Biodiversity Decision Support tools, including delivery of SMP v4.0 and v5.0 to support cost-effective investment decisions for biodiversity.
Biodiversity Portfolio Recovery Plan Dec 22 – Fish Recovery	Arthur Rylah Institute	To support actions to mitigate immediate extinction risks to threatened species vulnerable to impact from flooding, including: <ul style="list-style-type: none"> <li>• maintain brood stock of endangered fish</li> <li>• co-ordinate CMA efforts and provide input into blackwater review.</li> </ul>
June 2021 Storm/Flood Recovery – Shaw Galaxias	Arthur Rylah Institute	Post June 2021 storm and flood Shaw galaxias recovery in Gippsland.
Spatial models of waterway threats to support risk assessment and prioritisation	Arthur Rylah Institute	To develop and improve spatial models on waterway threats used for risk assessment of wetlands in Victoria to support development of Regional Waterways Strategies and related planning.
Aquatic Fauna Recovery – April 2022 Flood	Arthur Rylah Institute	Recovery actions for Mallacoota Burrowing Crayfish and Cann galaxias following April 2022 flood.



Major Research Activities	Conducted by	Purpose
East Gippsland Fire Recovery – Fish Surveys	Arthur Rylah Institute	To provide surveying of threatened Australian grayling through electrofishing and eDNA sampling and to provide the East Gippsland community with an analysis on the impact to native fish species following the Black Summer Bushfires of 2019/20.
Data and tools for wetland risk assessment and management	Arthur Rylah Institute	To improve the tools used to prioritise wetlands for management in Victoria by continuing work to provide information on wetland dependent values and wetland threats, for use in risk assessment and prioritisation.
Icon species 2022 – Southern Bent-wing Bat population monitoring	Arthur Rylah Institute	To assess the effectiveness of on-ground management actions by monitoring the integrity of the Warrnambool maternity cave environment, and the number of individuals using the maternity cave and nearby non-breeding caves, and assess breeding success for the 2021–22 breeding season.
Port Phillip Bay Seafloor Integrity Project 2022–24: Biotope Condition, Contaminant and Ecotoxicology Assessments	Fathom Pacific	To collect information on the physical, biological and chemical integrity of the seafloor of Port Phillip Bay.
Development of Feature Activity Sensitivity Tool (FeAST)	DEECA	To support better decision-making in marine and coastal environments, using best-available data to generate initial standardised environmental risk assessments.
Port Phillip Bay Beach Renourishment Program Research Projects (coordinated under the Victorian Coastal Monitoring Program)	2 projects with Deakin University (A&B), 2 with University of Melbourne (C & D)	Four applied research projects to further optimise and assess the effectiveness and long-term benefit of beach renourishment programs across Port Phillip Bay. Addressing specific knowledge gaps across sediment mapping, sediment dynamics, wave-hydro modelling.
Victorian Coastal Monitoring Program (VCMP), Core Research Program	DEECA	Research and development undertaken by the DEECA Victorian Coastal Monitoring Program team to produce data products and decision support tools.
Mapping the benefits and costs of management actions for blue carbon habitats on Victoria's coastline	Deakin University	The Victorian coastline is undergoing change on many levels, from coastal development and infrastructure, to degradation of ecosystems, all under a changing climate and sea level rise. The project will develop spatial information products and attribute data (GIS) depicting multiple management action scenarios for coastal wetland restoration, and the corresponding benefits each option will provide.
Victorian Coastal Monitoring Program (VCMP) 2022–23, Open Coast (funded under VicCoasts 2022–23)	Deakin University	Research and monitoring to support the delivery of the Victorian Coastal Monitoring Program.
Marine spatial planning research and guidance to support implementation	Alluvium Consulting Pty Ltd	Progressing research and guidance on governance mechanisms, case study examples and data analysis approaches to support implementation of strategic marine planning in Victoria.
Blue Carbon and Sea Country adaptation study	Deakin University	Tailored Blue Carbon assessments for Bunurong and Wadawurrung Country to support Traditional Owner led coastal hazard adaptation and caring for Sea Country.
Local coastal hazard assessment technical guideline development	FSC Range and Tonkin and Taylor	Development of technical guidance for coastal hazard assessments (erosion, inundation and other hazards) in Victoria.
Marine spatial planning data priorities to support implementation	Deakin University	Priority data gap filling and data digitisation in preparation for supporting strategic marine planning in Victoria.

Major Research Activities	Conducted by	Purpose
Longitudinal research into Solar Victoria customers' energy consumption and expenditure patterns following installation of an approved product	Centre For New Energy Technologies	To understand the impacts of Solar Victoria's incentive programs on Victorian households with regards to energy consumption and bill savings.
Victorian Water and Climate Initiative (Phase 2)	DEECA's Hydrology and Climate Science team with research by a number of different organisations including Bureau of Meteorology and CSIRO.	To increase the scientific knowledge base about changes in climate and water resources over time, and fast-track the application to inform policy, industry guidance and planning decisions by all Victorian water stakeholders.
Goulburn to Murray Trade Review, Scientific Advisory Panel monitoring and assessment	Scientific Advisory Panel: <ul style="list-style-type: none"> <li>• Professor Barry Hart</li> <li>• Dr Geoff Vietz</li> <li>• Dr Zeb Tonkin</li> <li>• Dr Kay Morris</li> <li>• Dr Wayne Koster</li> <li>• Dr Chris Jones</li> <li>• Dr Melody Serena</li> <li>• Professor Vincent Pettigrove</li> </ul>	To review and advise on operating rules in place to protect the Lower Goulburn River from the impacts of Inter Valley Transfers (IVT) of water.
Assessing stressors and risks to Victoria's Wetlands	Project team from the University of Melbourne, Hydrology and Water Resources Division: <ul style="list-style-type: none"> <li>• Dr Rory Nathan</li> <li>• Dr Andrew John</li> </ul> Overseen by DEECA Wetland Program and the Waterways Research and Knowledge Program	To investigate current and future hydrologic risks to Victoria's wetlands to improve DEECA's understanding of the drivers of wetland hydrologic stress across Victoria.
Biosecurity 21	Agriculture Victoria Research	To achieve preparedness and response for exotic pests and pathogens; and detection and management of regulated and established pests, diseases and weeds to secure Victoria's agricultural sector. It aims to protect the community and maintain Victoria's unique reputation as a safe and reliable trading partner.
Dairy 21	Agriculture Victoria Research Dairy Australia Gardiner DataGene	To develop and deliver high impact innovations in forage and cow genetics, feed base and animal nutrition for improved productivity, animal welfare, and climate change action outcomes for the dairy industry (DairyBio and DairyFeedbase).
Grains 21	Agriculture Victoria Research GRDC SeedForce, Australian Grains Genebank	To develop and deliver high impact innovations in genetics, production systems, bioprotection and biosecurity for improved productivity, biosecurity and climate change action outcomes for the grains industry.
Horticulture 21	Agriculture Victoria Research HortInnovation	To develop and deliver high impact innovations in orchard design, orchard management, market phenomics, and bioprotection and biosecurity for improved productivity, biosecurity, and market access outcomes for the temperate perennial horticultural industries.
Resources 21	Agriculture Victoria Research Agriscience	To develop and deliver improved understanding about the impact of climate variability and change in relation to land, water and nitrogen management across farms and regions. This is accomplished via the application of spatial and predictive agriculture technologies, resource use and recovery systems.

## g) Details of overseas visits undertaken including a summary of the objectives and outcomes of each visit

### Overseas Visits

Title of Officer	Destination	Objectives	Outcomes
Secretary, DEECA	Spain, United Kingdom and Denmark	<ul style="list-style-type: none"> <li>To take part in a program to explore, inspect, observe and meet with interested developers and investors in offshore wind to discuss <a href="#">Victoria's Offshore Wind Implementation Statement 2</a>.</li> <li>Inspect and observe operational offshore wind infrastructure and learn about their management and training centres to understand the jobs required to support the industry.</li> <li>Gain insights into offshore wind and associated supply chains and complementary technologies.</li> <li>Develop knowledge about other jurisdiction's offshore wind, hydrogen, solar and other renewable energy activities.</li> <li>Learn from Denmark, the world's most sophisticated offshore wind regulatory framework, and hear from offshore wind projects that are seeking to invest outside of their home markets.</li> <li>To strengthen Victoria's position as a key investment destination in the Asia Pacific region in the emerging offshore wind sector and explore other complementary energy activities in Europe.</li> </ul>	<ul style="list-style-type: none"> <li>Reinforced Victoria's position as a key offshore wind market and investment destination in the Asia-Pacific region</li> <li>Met with potential and existing investors to inform Victoria's offshore wind development program, procurement process and associated supply chains and complementary technologies.</li> <li>A comprehensive schedule of meetings and site visits in the United Kingdom, Denmark and Spain also provided a deeper understanding of other jurisdiction's offshore wind, hydrogen, solar and other renewable energy activities. This included learning from Denmark, who has the world's most sophisticated offshore wind regulatory framework.</li> </ul>
Executive Director, Offshore Wind Energy Victoria	Copenhagen, Denmark	<ul style="list-style-type: none"> <li>Meet with interested developers and investors in offshore wind to discuss Victoria's Offshore Wind Implementation Statement 2.</li> <li>Inspect and observe operational offshore wind infrastructure and learn about their management and understand the jobs required to support the industry.</li> <li>Gain further insights into offshore wind and associated supply chains and complementary technologies.</li> <li>Further develop established relationships and follow up on pending actions with associated supply chain and industry proponents.</li> <li>Learn from Denmark, the world's most sophisticated offshore wind regulatory framework, and hear from offshore wind projects that are seeking to invest outside of their home markets.</li> </ul>	<ul style="list-style-type: none"> <li>Reinforced Victoria's position as a key offshore wind market and investment destination in the Asia-Pacific region.</li> <li>Attended the Wind Europe conference and learnt about the global investment and supply chain environment for offshore wind.</li> <li>Met with developers preparing to apply for seabed feasibility licences in Gippsland to inform Victoria's offshore wind development program, procurement process and associated supply chains and complementary technologies.</li> <li>The engagement provided opportunities to promote Victoria's position as a key investment destination in the Asia-Pacific region in the emerging offshore wind sector.</li> <li>A comprehensive schedule of meetings and site visits in Copenhagen also provided a deeper understanding of other jurisdiction's offshore wind activities. This included learning from Denmark, who has the world's most progressed offshore wind sectors.</li> </ul>

Title of Officer	Destination	Objectives	Outcomes
Senior Policy Analyst, Agriculture Victoria	Malaysia	To Chair, present and attended the International Association of Impact Assessment Annual Conference for 2023, chairing a section 'SDGs goals in food production and consumption – Land and Sea' in Kuching, Malaysia.	<ul style="list-style-type: none"> <li>• Promoted Victoria's leadership in agrivoltaics in Australia and gained international professional contacts and information to extend collaboration on agrivoltaics in the Asia-Pacific region</li> <li>• Presenting on Victoria's Agrivoltaics Capitalisation program provided an opportunity to disseminate progress on the current program and extend collaboration internationally.</li> <li>• Built enhanced networks within the impact assessment field to grow the agrivoltaics industry in Victoria and Australia, particularly in the agriculture, decarbonisation and climate change adaptation fields. These expanded networks were shared with colleagues across the department to encourage engagement and information sharing.</li> </ul>
Chief Veterinary Officer	France	To Chair the UN and World Trade Organisation affiliated World Organisation of Animal Health (WOAH) International Working Group on 'Preparedness for the Incident Management System (IMS) required for major Animal Disease Incidents'.	<ul style="list-style-type: none"> <li>• Learnt about the WOAHA needs for an IMS that would work with and integrate into the IMS systems for the Food and Agriculture Organisation, the World Health Organisation and an analysis of the after-action review of WOAHA's COVID-19 approach</li> <li>• This led to the design of an approach suitable for WOAHA that uses its network of laboratories, Regional Offices and intergovernmental convening power.</li> </ul>
Senior Research Scientist, Team Leader Veterinary Bacteriology	France	To attend and present research at both the International Symposium of the World Association of Veterinary Laboratory Diagnosticians and the 9th Symposium on Antimicrobial Resistance in Animals and the Environment in France. Meet with the French Agency for Food, Environmental and Occupational Health and Safety and Professor Claire Ponsart from ANSES Head of the Bacterial Zoonoses Unit, including the Anthrax Reference Laboratory, to discuss research opportunities and advancements.	<ul style="list-style-type: none"> <li>• Participation at both symposia provided an opportunity to showcase Agriculture Victoria Research's (AVR) leading research to international experts at the forefront of research and diagnostics of veterinary microbiology, disease surveillance, traceability, bioinformatics and antimicrobial resistance (AMR) present in animals and the environment.</li> <li>• Learnt from other researchers from Europe, UK and the USA of their experiences with surveillance, traceability and responses to a host of livestock, poultry and aquatic diseases and AMR, which are also important for Victoria's biosecurity.</li> <li>• Learnt about current international research activities, exchanged views and ideas and identified opportunities to improve AVR veterinary diagnostic capability, new projects and collaboration.</li> <li>• Discussed important research, diagnostics and research opportunities in an area of high security with both the French Anthrax and Brucellosis Reference Laboratories and the Italian Anthrax Reference Laboratory.</li> <li>• The linkages established through the symposia and laboratory visits will be explored for further information exchange, future collaborations, project opportunities and expert advice.</li> </ul>

Title of Officer	Destination	Objectives	Outcomes
Senior Research Scientist, Agriculture Victoria	Argentina	To attend the International Symposium on Biological Control of Weeds at Puerto Iguazu, Argentina, deliver two presentations, attend two workshops related to advances in biocontrol research, represent Agriculture Victoria at an International Organisation for Biological Control Cactus meeting and meet with international collaborators to plan next stage biological control research proposals. Conduct post-conference field work in Argentina with FuEDEI collaborators to survey the mite <i>Aceria</i> sp., a promising new biocontrol agent for the weed silverleaf nightshade in Australia.	<ul style="list-style-type: none"> <li>• Participation in the XVI International Symposium on Biological Control of Weeds highlighted Agriculture Victoria research into biological control agent risk analysis and recent advances in identifying new biocontrol agents for the weed silverleaf nightshade.</li> <li>• Learnt about the <i>Aceria</i> mite as a potential new biological control agent for silverleaf nightshade, while not damaging other plants.</li> <li>• The post-conference field survey made a valuable contribution to the Agriculture Victoria biological control research program, and confirmed that the mite is one of the most promising prospects for the long-term, sustainable control of silverleaf nightshade in Australia.</li> </ul>
Research Leader, Plant Genetic Resources, Plant Sciences, AVR Research Leader, Plant Functional Genomics, Plant Sciences, AVR	Mexico; United States of America	The objective of the travel was to visit the International Maize and Wheat Improvement Center (CIMMYT) to meet with key staff to develop collaborations under the Australian Grains Genebank Strategic Partnership. AVR research leaders were invited speakers at the DivSeek International/Crop Trust workshop 'Plant digital commons: conservation to consumption' held at Cornell University, Ithaca USA to showcase the Strategic Partnership to participants from 30 international groups. Develop collaborations critical for the Partnership to meet its objectives and outcomes.	<ul style="list-style-type: none"> <li>• The visit to the CIMMYT international genebank in Mexico enabled a strong relationship to be built, with discussion on key collaborative areas of work developed, and the sharing of knowledge and information related to the conservation and management of ex-situ genebank collections, as well as the genotypic characterisation and assessment of diversity and key use traits.</li> <li>• The research leaders' presentation at the DivSeek/Crop Trust meeting at Cornell University generated discussion around the planned activities and expected outcomes of the Australian Grains Genebank Strategic Partnership. This led to the development of new relationships with key international groups to continue discussions on potential collaboration around data management and accessibility across genebank passport and genomic characterisation data and in the key areas of data interrogation and visualisation tools.</li> <li>• The visit to CIMMYT and the meeting at Cornell University enabled both participants to share knowledge and expertise and learn about other programs on work an initiatives internationally, greatly increasing the ability of the Australian Grains Genebank Strategic Partnership to meet objectives and deliver outcomes that underpin the profitability of the Australian grains industry.</li> </ul>

Title of Officer	Destination	Objectives	Outcomes
Executive Director, Climate Action	New York City, United States of America	To represent Victoria at the General Assembly of the Under2 Coalition, promote the Net Zero Futures Policy Forum through bilateral meetings and attend Climate Week NYC 2022.	<ul style="list-style-type: none"> <li>Attendance at the General Assembly and Climate Week NYC continued Victoria's leadership and engagement in sub-national climate action at the global level.</li> <li>Victoria is a member of the leadership Steering Group of the Under2 Coalition, and both forums provided a key platform to reconnect with regional counterparts following an extended absence from in-person engagement during the pandemic.</li> <li>Organised sessions and bilateral meetings on the sidelines of these forums provided an opportunity to share Victoria's experience and learn about innovative approaches to climate action being adopted by other regional governments and the private sector.</li> <li>The forums also presented an opportunity to promote the newly established Net Zero Futures Policy Forum, of which Victoria is a foundation member.</li> </ul>
Executive Director, Climate Action	Sharm el-Sheikh, Egypt	To attend the 27th meeting of the United Nations Framework Convention on Climate Change Conference of the Parties (COP27) including representing Victoria as a member of the leadership Steering Group of the Under2 Coalition and a foundation member of the Net Zero Futures Policy Forum.	<ul style="list-style-type: none"> <li>Attendance at COP27 continued Victoria's engagement in the global climate change agenda.</li> <li>Organised sessions, events and bilateral meetings provided an opportunity to establish and strengthen relationships following an absence from in-person engagement during the pandemic. These relationships and connections are critical to Victoria keeping abreast of the global debate and the evolving frontier in climate action.</li> <li>It also enabled Victoria to be represented at a strategic session of the Under2 Coalition to discuss the role of regional governments in the UNFCCC process and contribute to a number of Net Zero Futures Policy Forum events and meetings at COP.</li> </ul>
Senior Research Scientist, Agriculture Victoria Research, Genomics and Cellular Sciences	Ontario, Canada	To attend the 19th Annual Conference of the Metabolomics Society in Canada as an invited speaker and give an oral presentation titled 'Unravelling the Curse of the Biennial Bearing Cycle in Apple.' The work formed part of a Horticulture Innovation Australia (HIA) project. Raise awareness of the multidisciplinary science carried out by Agriculture Victoria Research and support its reputation as a global agriculture science leader.	<ul style="list-style-type: none"> <li>Participation and the oral presentation given at the conference provided the opportunity to develop collaborations with leaders in plant and animal agricultural research and provide exposure to the latest in technology and advancements in the field.</li> <li>Keen interest from scientists from the United States Department of Agriculture (USDA) to collaborate on grains research.</li> <li>The conference also showcased new technologies that could be leveraged to develop projects in horticulture, grains and dairy (animals and forages).</li> <li>The outcomes of the knowledge gained are likely to make a significant contribution to capability and thereby lead to improved productivity in the horticulture, grains and dairy industries.</li> </ul>
Senior Manager, Dam Safety and Regulation	Sweden	To take part in a workshop and make a presentation at the 2023 International Commission on Large Dams, as the Australian representative on its Climate Change Technical Committee.	<ul style="list-style-type: none"> <li>Involvement in this committee provided a unique opportunity to influence its outcomes.</li> <li>Understanding global challenges and discussing such issues with international counterparts provided ideas and pathways to improve and benefit department's policy work.</li> <li>Furthermore, the involvement in this committee will enhance the department's reputation among an international audience.</li> </ul>

Title of Officer	Destination	Objectives	Outcomes
Research scientist, Agriculture Victoria Research (AVR)	United States of America	To attend VIII International Symposium on Almonds and Pistachios Conference (7–11 May 2023) to deliver an oral presentation on hull rot of almonds, and visit University of California almond specialists on a tour from Colusa in the north to Riverside in the south.	<ul style="list-style-type: none"> <li>Enabled AVR to showcase almond disease research conducted as part of an integrated disease management program for the Australian almond industry – Phase 1 (2017–2022) and adapt current research from overseas into laboratory and field trials in Victoria.</li> <li>The team presented two oral presentations and posters at the symposium and facilitated knowledge transfer between AVR and University of California almond researchers. This addressed major knowledge gaps in the biology and control of the hull rot organism along with the causes of Monterey decline and Prunus replant disease (PRD).</li> <li>The tour provided an opportunity to strengthen collaborations with scientist from the University of California, which is the largest producer of almonds in the world. These collaborations are essential for future research in an integrated disease management program for the Australian almond industry – Phase 2.</li> </ul>
Senior Scientist – Ecological Modelling, Arthur Rylah Institute for Environmental Research	St Andrews, Scotland, United Kingdom	To lead a collaborative research project, using cutting-edge statistical methods and a global database of species abundances in ecological assemblages through time (BioTIME) to assess biodiversity trends, at the invitation of Professor Anne Magurran of the University of St Andrews	<ul style="list-style-type: none"> <li>The collaboration intends to create research on biodiversity change through space and time, to be submitted to a high impact international journal.</li> <li>Provided the opportunity to lead innovative global biodiversity research and develop new collaborations with world-leading experts in the UK and Taiwan. This has improved the participant's scientific reputation as an emerging leader in biodiversity analysis, not only in Victoria, but internationally, as well as broadening knowledge base and skill set.</li> <li>Skills in temporal biodiversity analysis are valuable for understanding how and why ecosystems change over time. This understanding is critical for the long-term management and conservation of species and ecosystems; and aligns with the Victorian Government's goals laid out in its biodiversity strategy.</li> <li>Provided the opportunity to help build the department's reputation and credibility as it demonstrated that we are developing and using innovative and world class analyses to deliver the best outcomes for Victorian and global biodiversity.</li> </ul>
Two Senior Scientists, Environment and Climate Change Research assistant, Environment and Climate Change	Mongolia	To carry out vegetation surveys and social research interviews at the invitation of Agronomes et Vétérinaires Sans Frontières (AVSF) and Wildlife Conservation Society Mongolia (WCS). The objective is to use data to create robust methods for measuring rangeland degradation and 'best practice' for nomadic goat herding.	<ul style="list-style-type: none"> <li>The field work showcased the department's technical expertise in ecology and the understanding and description of human-nature interactions to an international audience of clients and collaborators.</li> <li>Staff gained new ecological knowledge and skills through the field work and new skills in expert elicitation through the workshops.</li> </ul>

Title of Officer	Destination	Objectives	Outcomes
Investment Specialist – Critical Minerals	Toronto, Canada	To promote minerals investment in Victoria via participation with <i>Australia Minerals</i> at the Prospectors and Developers Association of Canada (PDAC) annual conference. This supports delivery of the Victorian Government's Minerals Strategy (2018–2023), Action Area 2: Advancing geoscience and encouraging mineral exploration and development and the 'Developing Victoria's critical minerals' 2022–23 budget initiative – increasing investment for Victoria's critical minerals industry.	<ul style="list-style-type: none"> <li>A major presentation was delivered summarising Victoria's gold and critical mineral exploration investment opportunities, highlighting the: <ul style="list-style-type: none"> <li>globally significant mineral sand deposits in north-west Victoria</li> <li>antimony and gold exploration and mining success, and further potential in Victoria</li> <li>surge to all-time highs in Victorian minerals exploration activity and expenditure.</li> </ul> </li> <li>Thirty-three direct engagements with people from 13 different countries were recorded along with multiple informal engagements.</li> <li>Discussions were held with senior technical personnel and/or business development managers from international and Australian miners/explorers, investors and international government counterparts highlighting opportunities for investment in Victorian earth resources.</li> </ul>
Manager, Water Emergency Operations	Cambodia	Australian Water Association (AWA) initiated a competitive expression of interest process to select water and sewerage professionals from across Australia to assist the Ministry of Public Works and Transport to formulate the sewerage strategy for Cambodia. To present to the officers of the Ministry of Public Works and Transport on Australian water and wastewater regulation and governance arrangements as part of an expert panel.	<ul style="list-style-type: none"> <li>The department was able to share knowledge in areas of water expertise, including <i>Water for Victoria</i> and Direction Three of the WoVG Globally Connected: Victoria's Southeast Asia Trade and Investment Strategy.</li> <li>This work enhanced the department's profile and reputation and Victoria's water sector both nationally and internationally.</li> </ul>

## h) Details of major promotional, public relations and marketing activities undertaken by the department to develop community awareness of the services provided by the department

Activity	Description	Cost
Landcare awareness and promotion	<p>The Victorian Landcare and Catchment Management magazine (Victorian Landcare magazine) is published by DEECA. In 2022–23 this included the publication of the Winter 2022 and Spring 2022 issues.</p> <p>The Victorian Landcare magazine is an important statewide communication vehicle for the state's Landcare and environmental volunteer community. The magazine includes stories that demonstrate best practice, learning and innovation by groups and networks. It also helps raise awareness about Landcare and natural resource management issues, and the achievements of the Landcare and environmental volunteer community. Content is contributed primarily by Landcare and environmental volunteer group and network members. Some stories are also contributed by Landcare staff, researchers, and government and agency staff. Each issue of the magazine has a theme. For example, issue 85 (Spring 2022) was a feature on Landcare: the next generation.</p>	\$80,862 incl. GST
'Save with Solar' Advertising campaign by Solar Victoria, DEECA	<p>Solar Victoria delivered a major public campaign aimed at increasing access to affordable energy and accelerating Victoria's transition to solar energy.</p> <p>The advertising campaign ran from 28 August 2022 to 30 June 2023 and promoted rebates and interest-free loans available under the Victorian Government's Solar Homes and Solar for Business programs for the installation of solar panels, batteries and energy-efficient hot water systems at Victorian homes, rental properties and businesses.</p> <p>The campaign was highly targeted and utilised a range of channels, including outdoor billboards, cinema, TVC, radio, print media, social media and online.</p>	\$1,647,376 incl. GST (promotional activity component)



Activity	Description	Cost
Solar Victoria sponsorships and event partnerships	Solar Victoria executed a range of key strategic sponsorships events to engage in two-way conversations and further build awareness of rebates under the Solar Homes program among eligible Victorians. Partnerships included on-site event activations which included Solar Victoria branded stands, solus e-newsletters to partner databases and advertisements in event publications. Community engagement activities in 2022–23 included: <ul style="list-style-type: none"> <li>Melbourne International Flower and Garden Show, 29 March – 4 April 2023</li> <li>Melbourne Home Show, 21–23 April 2023</li> <li>Moomba, 10–13 March 2023</li> <li>Australian Property Expo, 25–26 March 2023</li> <li>House and Land Expo, 15–16 Oct 2022</li> <li>Melbourne Home Show, 26–28 August 2022</li> <li>Melbourne Royal Show, 22 Sep – 2 Oct 2022.</li> </ul>	\$188,664 incl. GST
Emergency Animal Disease campaign	The Emergency Animal Disease June 2023 advertising campaign focused on people with a small number of livestock, but who are not engaged in agriculture. This group is a high-risk segment for the spread of exotic animal disease such as Foot-and-Mouth Disease (FMD). This campaign encouraged people to play their role in keeping their animals and the wider industry safe from biosecurity risks and threats. This advertising campaign covered messaging through multiple digital channels such as YouTube, SBS on demand, 9 Now, 10 play, 7 Plus, Foxtel and Kayo along with Facebook and Instagram.  This was amplified by further communications and promotion including media, mail-out, and newsletters.  The advertising campaign used case study videos and creative assets, featuring four small landholders in Victoria. This included a variety of livestock to target different audiences, including pigs, cattle, alpaca and goats.  In addition, functional advertising was completed in 2022 to raise awareness of the threat of FMD following the detection in Indonesia.	\$104,500.00 Inc GST (campaign advertising media buy) \$96,047 inc GST (case study development, video production and creative assets) \$45,217 inc GST (postcard mail-out) \$101,506 inc GST (functional advertising media buy)

### **i) Details of assessment and measures undertaken to improve the occupational health and safety of employees**

Details of initiatives undertaken to improve the health, safety and wellbeing of employees are included in the DEECA 2022–23 Annual Report – Report of Operations, under the Our People section, which is available at [www.deeca.vic.gov.au](http://www.deeca.vic.gov.au).

### **j) General statement on industrial relations within the department and details of time lost through industrial accidents and disputes**

Information about industrial relations and time lost through industrial accidents and disputes are included in the DEECA 2022–23 Annual Report – Report of Operations, under the Our People section, which is available at [www.deeca.vic.gov.au](http://www.deeca.vic.gov.au).

### **k) Major committees sponsored by the department, the purpose of each committee and the extent to which the purposes have been achieved**

The following tables lists DEECA's Executive Board and its committees, the purpose of each committee and the extent to which the purposes have been achieved in 2022–23:

Committee	Purpose	Extent of purpose achieved
Executive Board	<p>The DEECA Executive Board is responsible for leading the governance and stewardship of the department and consists of the Secretary and Deputy Secretaries.</p> <p>The Executive Board meets in four meeting modes: Policy and Strategy, Corporate Stewardship, Operations and Performance and Transformation Taskforce.</p> <p>The Board is responsible for providing strategic advice, assurance and guidance on a range of policy, program, corporate and operational matters and for leading DEECA's transformation agenda. The Board sets the vision, purpose and direction of the department and monitors performance of DEECA's financial, OHS, risk and audit indicators and compliance with Whole of Victorian Government (WoVG) policies.</p>	<p>In 2022–23 the Executive Board delivered its core functions as well as overseeing activities to prepare for an incoming government and implement Machinery of Government changes.</p> <p>The Board:</p> <ul style="list-style-type: none"> <li>• endorsed business plans and monitored performance across major infrastructure, flagship and priority projects and services, and delivery against regional and groups business plans</li> <li>• endorsed strategies, initiatives and engaged with Traditional Owner groups to progress Aboriginal self-determination</li> <li>• endorsed new flexible work, vaccination and other COVIDSafe policies, as well as policies and strategies to progress diversity, inclusion, a safe and respectful workplace and address negative behaviours</li> <li>• endorsed a range of actions to improve emergency management capability, capacity and business preparedness</li> <li>• endorsed changes to a range of departmental systems, processes and operating models to improve efficiency, support workload management and achieve budget savings</li> <li>• established the new DEECA Executive Board's Terms of Reference and Committee structure.</li> </ul>
Customer, Stakeholder and Digital Experience Taskforce	<p>The Customer, Stakeholder and Digital Experience (CSDE) Taskforce led the development of and provided oversight of a reform program on behalf of the Secretary and the former DELWP Executive Board, with a particular focus on enabling improvements to customer and stakeholder engagement through inclusive digital service delivery.</p>	<p>The CSDE Taskforce met twice during 2022–23 to finalise a revised Community Charter that had been the focus of considerable work in the previous financial year.</p> <p>On 6 March 2023, following the Machinery of Government changes and the DEECA Executive Board's review of its governance and committee structure, the Board endorsed the discontinuation of the CSDE and that related future reform work be considered by the Transformation Taskforce.</p>
End-to-End Operations Reform Taskforce	<p>The End-to-End (E2E) Operations Reform Taskforce led the oversight of a reform program on behalf of the Secretary and the former DELWP Executive Board with a particular focus on the effective and efficient end-to-end planning, design and delivery of the former DELWP's policy and program initiatives.</p>	<p>The E2E Reform Taskforce met twice during 2022–23 to consider and approve reforms to the department's business planning and budget bid development processes.</p> <p>On 6 March 2023, following the Machinery of Government changes and the DEECA Executive Board's review of its governance and committee structure, the Board endorsed the discontinuation of the E2E Reform Taskforce and for the Taskforce's activities to become core business for Policy and Strategy meetings.</p>

Committee	Purpose	Extent of purpose achieved
Biodiversity Stewardship Committee	The Biodiversity Stewardship Committee approves and oversees the delivery of the five-year business/implementation plan for <i>Biodiversity 2037</i> , with a focus on flagship programs and ensures a partnership with Traditional Owners in managing biodiversity on Country.	The Biodiversity Stewardship Committee was established in June 2022 and met nine times during 2022–23 to consider key priorities, including: <ul style="list-style-type: none"> <li>• establishing, monitoring and evaluating Biodiversity 2037 targets and metrics</li> <li>• responding to VAGO's Protecting Victoria's Biodiversity report recommendations</li> <li>• Threatened Species Action Statements</li> <li>• partnering with Traditional Owners</li> <li>• understanding the impacts of updates to relevant legislation</li> <li>• discussing bushfire management targets for ecosystem resilience</li> <li>• recognition of biodiversity loss as a state significant risk.</li> </ul>
Data and Technology Stewardship Committee	The Data and Technology Stewardship Committee's purpose is to lead and oversee DEECA's digital and ICT capability, capacity, performance and strategic direction, including enabling it to leverage the advantages of data and technology, to manage its strategic ICT risks and achieve its outcomes more effectively and efficiently.	The Data and Technology Stewardship Committee met five times during 2022–23, including one exceptional meeting. The Committee provided strategic advice and governance oversight of the development of DEECA's Digital Strategy, endorsement of a cyber security and assurance program for recommendation to the Executive Board and implementation of the Technology Strategy to deliver more efficient and effective technology for the department. The Committee also conducted a comprehensive review of DEECA's information technology and cyber security strategic risk theme resulting in strengthened controls and mitigation strategies to effectively manage technology and cyber risk.
Distributed Energy Resources Stewardship Committee	The Distributed Energy Resources Stewardship Committee oversees intersections in energy programs and initiatives and identifies opportunities and needs for alignment and coordination. The Committee also ensures that critical enablers are considered and in place to support the delivery of energy programs, and identifies and manages key risks and issues, particularly in relation to regulation, compliance and enforcement.	The Distributed Energy Resources Committee was established on 27 March 2023 and met once in 2022–23, on 2 June 2023.  Key outputs for the 2022–23 financial year included identification of opportunities for energy programs, including to increase uptake of efficient electric equipment, increase support to consumer through loan programs, and interventions to address workforce and supply chain issues. The Committee also worked on aligning timing and messages of public announcements (for example, to energy customers) and identify opportunities to engage with industry representatives on program risks.
Energy Transition Stewardship Committee	The Energy Transition Stewardship Committee provides strategic policy direction, including positions for DEECA Board endorsement, which balances multiple government objectives and increases consistency of decision making and supports a flow of information between regions and 'on the ground' to the centre of DEECA.	The Energy Transition Committee was established on 27 March 2023 and met twice in 2022–23 on 22 May 2023 and 22 June 2023.  Key outputs of the Committee included ongoing regular discussion of the energy project pipeline and the development of a dashboard for tracking energy project delivery progress and resolving issues. It has supported briefings of multiple ministers on these matters.  The Committee also clarified and endorsed actions to accelerate planning assessments and decisions for energy projects, including those related to environmental matters. It also built understanding of electricity transmission and confidence in public engagement on related matters, to support delivery.

Committee	Purpose	Extent of purpose achieved
Finance and Procurement Committee	The Finance and Procurement Committee leads the department's compliance with the requirements of the Victorian Government Financial Management and Procurement Frameworks to enable DEECA to achieve its strategic outcomes in an effective, efficient and economical manner.	<p>In 2022–23, the Finance and Procurement Committee met 10 times to fulfill its role as a governance and oversight body on financial and procurement matters, as authorised through the Executive Board.</p> <p>The Committee provided a consistent governance approach to the department's monthly monitoring of financial and procurement performance, financial risks, annual budget and financial accounts preparation and updating of financial policies.</p> <p>Alongside the standing items of the monthly Finance and Procurement Reports, key focus areas for 2022–23 included:</p> <ul style="list-style-type: none"> <li>• participation in the findings of the department's Annual Supply Report to meet the Victorian Government Purchasing Board compliance requirements</li> <li>• the annual attestation of the department's compliance with the Asset Management Accountability Framework.</li> </ul>
Emergency Management Stewardship Committee (formerly Fire and Emergency Management Stewardship Committee)	The Emergency Management Stewardship Committee oversees the delivery of DEECA's emergency management policy, strategic operational frameworks and systems, and ensures that the Secretary and the Executive Board have a clear line of sight of the department's emergency management activities, including all Class 1 and Class 2 emergencies.	<p>The Emergency Management Stewardship Committee (EMSC) met five times in 2022–23.</p> <p>The EMSC focused on the monitoring and implementation of key emergency management actions and programs, including updated approaches for DEECA's Recovery Model and Class 2 State Controllers, as well as early recovery programs from the October 2022 flood events.</p> <p>The EMSC also identified priority actions for progress in 2023–24 to improve DEECA's emergency management capacity and capability.</p>
People and Culture Stewardship Committee	The People and Culture Stewardship Committee's purpose is to lead, oversee and optimise DEECA's organisational culture and strategic people capability to achieve the department's strategic outcomes in a way which promotes the responsible stewardship of DEECA's five organisational pillars.	<p>The People and Culture Stewardship Committee met six times in 2022–23.</p> <p>The Committee provided strategic advice and governance to support and oversee the delivery of people-related strategies and initiatives. The Committee's program of work included endorsement of the Leadership Model for recommendation to the Executive Board, commencement of a review of the mandatory training suite, consideration of the new Employee Value Proposition and the year-one review of activities funded under the Organisational Development levy, in line with the Board approved three-year levy investment strategy. During 2022–23, the Committee participated in deliberations that informed organisational culture, leadership capability building, Aboriginal self-determination, strategic workforce planning and people-related strategic risk management.</p>

Committee	Purpose	Extent of purpose achieved
Policy and Legislation Committee	The Policy and Legislation Committee leads and oversees DEECA's policy and legislative reform agenda on behalf of the Secretary and the Executive Board, and advises on its oversight, direction, monitoring and review for Cabinet and Government.	<p>The Policy and Legislation Committee met five times in 2022–23 to provide scrutiny and oversight of DEECA's policy and legislative agenda on behalf of the Secretary and the Executive Board, and provide advice on the oversight, direction, monitoring and review of this agenda.</p> <p>Reflecting its remit, the items examined by this committee can be broadly divided into three key areas of oversight:</p> <ul style="list-style-type: none"> <li>• a strategic approach on the forward legislative agenda</li> <li>• a focus on DEECA's sub-ordinate legislation agenda</li> <li>• facilitating discussion of individual policy and legislative items from across the department, including a focus on regulatory matters.</li> </ul> <p>The committee facilitated a whole-of-department perspective to support the DEECA Executive Board.</p>
Portfolio Governance and Integrity Committee	The Portfolio Governance and Integrity Committee (PGIC) led and oversaw the direction, management and review of former DELWP's portfolio governance and integrity, across the department and its portfolio agencies.	The Portfolio Governance and Integrity Committee met once in 2022–23 to review the progress of its work program. Noting that the Committee had successfully delivered on all elements of its reform program, the former DELWP Executive Board endorsed the proposal put forward by the Committee to discontinue the PGIC as of 7 November 2022. Updates on integrity matters, including the implementation of the integrity strategy, are provided to the Board on a quarterly basis.
Recycling Victoria Committee	The Recycling Victoria (RV) Committee oversees the establishment of Recycling Victoria as a self-sustaining operation, consistent with one-DEECA and ready to deliver its legislative functions.	The Recycling Victoria Committee was established on 5 June 2023 and met on one occasion since its establishment. The DEECA Board has approved the RV Committee's Terms of Reference. The Committee provided advice on strategic matters relating to RV's establishment, including its inaugural Strategic Plan, change process and flagship project governance.
Self-determination Committee	The Self-determination Committee drives a one-DEECA approach to Aboriginal Self-Determination enabling policy and process initiatives on behalf of the Secretary and the DEECA Executive Board.	<p>The Self-determination Committee met on two occasions in 2022–23 to support the delivery of:</p> <ul style="list-style-type: none"> <li>• <i>Pupangarli Marnmarnepu – Aboriginal Self-Determination Reform Strategy 2020–2025</i>, including system reform within DEECA</li> <li>• DEECA's preparations for the Victorian Government's Yoorrook Justice Commission and Treaty processes.</li> <li>• information sharing across groups on best practice within DEECA to enable Aboriginal self-determination</li> <li>• strategic advice to the Executive Board on progress, risk and opportunities for DEECA's enabling of self-determination.</li> </ul> <p>The Committee did not meet in the first half of 2023 due to a review of DEECA's self-determination governance structure. In 2023–24 the Committee will reform as the Self-determination and Treaty Committee.</p>

Committee	Purpose	Extent of purpose achieved
Solar Victoria Committee	The Solar Victoria Committee (SVC) oversaw and provided advice on the strategic direction and delivery of Solar Victoria programs.	<p>The Solar Victoria Committee met six times in 2022–23 to consider and provide direction to Solar Victoria on its programs in line with its functions. This included the development of program adjustment levers to enhance rebate uptake, input and guidance on program enhancement proposals, reviews of safety and audit performance and approving launch decisions for major program changes.</p> <p>The Committee met for the final time on 9 February 2023. On 6 March 2023, following the Machinery of Government changes and as part of the DEECA Executive Board’s review of its governance and committee structure, the Board endorsed the discontinuation of the SVC.</p> <p>Solar Victoria matters involving Distributed Energy Resources, that intersect with the Energy group, are now addressed as part of the DERSC.</p>
Executive Staffing and Remuneration Committee	The Executive Staffing and Remuneration Committee ensures a fair and equitable approach to the employment and setting of remuneration at the Senior Executive Service (SES), Principal Scientist (PS) and Senior Technical Specialist (STS) classification.	The Executive Staffing and Remuneration Committee met eight times in 2022–23 to consider and manage the movement of the executive workforce, including monitoring contract renewals. The Committee regularly considers high priority out of session items relating to executive workforce movements, including the Machinery of Government changes, the establishment of the State Electricity Commission Implementation Office, and group/ portfolio changes following the creation of the Department of Energy, Environment and Climate Action effective 1 January 2023.
Risk and Audit committee	<p>The Risk and Audit Committee (RAC) provides independent assurance to the Secretary that the department’s risk and control environment is operating effectively and efficiently.</p> <p>The RAC is established under the <i>Financial Management Act 1994</i>, in accordance with the Standing Directions of the Minister for Finance. The RAC reviews the department’s systems and controls for financial management, performance and sustainability, risk management, integrity, business continuity, insurance, internal audit, external audit and review, compliance and internal controls.</p>	<p>The Risk and Audit Committee met on nine occasions in 2022–23. Key focus areas included:</p> <ul style="list-style-type: none"> <li>• the three-year Internal Audit Plan and associated Internal Audit Reports and the Internal Audit Charter</li> <li>• monitoring internal and VAGO audit management actions</li> <li>• 2021–22 Annual Financial Statements and Finance, Risk and Insurance attestations</li> <li>• VAGO’s Audit Strategy memorandum and audit findings</li> <li>• quarterly Risk Reports, Safety Reports, Bi-annual Integrity Reports and Finance Reports at each meeting</li> <li>• considering Workplace Safety and Culture processes and issues</li> <li>• presentations from group heads at each meeting.</li> </ul>

Committee	Purpose	Extent of purpose achieved
Safety and Wellbeing Assurance Committee	The purpose of the Safety and Wellbeing Assurance Committee is to strategically lead and oversee the strategic risk management of staff safety and wellbeing across DEECA in line with its legislative and statutory obligations on behalf of the Secretary and the DEECA Executive Board.	The Safety and Wellbeing Assurance Committee met on seven occasions in 2022–23. The program of work included the year-one review of activities in line with the Board approved three-year investment strategy, uplift of mandatory safety and wellbeing training and completion of the Fit for Work role mapping exercise. The Committee contributed to the management of the department’s safety and wellbeing strategic risk and used a risk-based approach to prioritise audit actions for delivery. The Committee regularly considers a suite of reports including bushfire preparedness, workplace incidents, OHS dashboards and key insights from the department’s safety and wellbeing consultative framework to oversight improved health, safety and wellbeing outcomes.

## I) Details of all consultancies with current year expenditure of \$10,000 or greater including:

- i) name of consultants engaged
- ii) services provided
- iii) expenditure committed to for each engagement.

Note: The data in this table was revised on 18 November 2024 due to omissions identified in the initial dataset. These omissions were identified through reporting process improvements implemented by DEECA in response to the Victorian Auditor General's Office's 2023 audit on Contractors and Consultants in the Victorian Public Service. The revised data provides an accurate representation of consultancy expenditure in 2022–23, which is comprised of:

- 131 consultancies where the total fees payable to the consultants were \$10,000 or greater (compared to the original published number of 72 consultancies). The total expenditure incurred during 2022–23 in relation to these consultancies was \$32.7 million exclusive of GST (compared to the original published figure of \$16.4 million exclusive of GST). Details of these consultancies are provided in the table below.
- 31 consultancies where the total fees payable to the consultants were less than \$10,000 (compared to the original published number of 26 consultancies). The total expenditure incurred during 2022–23 in relation to these consultancies was \$0.14 million exclusive of GST (compared to the original published figure of \$0.10 million exclusive of GST). Details of these consultancies are available on request from the DEECA Customer Contact Centre on 136 186, or via email [customer.service@deeca.vic.gov.au](mailto:customer.service@deeca.vic.gov.au).

Supplier Name	Purpose of Consultancy	Total Approved Project Fee (excl. GST) \$	Expenditure 2022–23 (excl. GST) \$	Future Expenditure (excl. GST) \$
Nous Group	Commercial advisory services (Offshore wind)	11,636,977.00	8,485,486.65	1,846,179.00
Ernst & Young	Commercial and technical advice (Energy Projects)	7,965,963.00	6,758,570.00	–
McKinsey & Company	General professional advice (SEC)	5,458,000.00	3,155,000.00	319,000.00
Sequana Partners Pty Ltd	Advisory services (Bendigo Mine Water project)	1,909,906.00	1,565,220.40	240,427.00
Price Waterhouse-Coopers	Commercial and transaction advice (VicGrid)	829,662.00	717,540.00	–
KPMG Australia	Commercial and technical advice (Energy Projects)	631,954.00	479,478.00	76,690.00
Talis Consultants	Advisory services (Condition and Inventory Assessment for the Roads and Fixed Assets Unit)	685,525.17	434,703.17	250,822.00
Bevington Group	Advisory services (Energy programs and service delivery)	774,879.50	390,055.50	384,824.00
Nous Group Pty Ltd	Commercial and transaction advice (development of Biosecurity Strategy)	490,003.00	376,212.00	35,791.00
KPMG Australia	Advisory services (Whole of department service delivery)	584,384.34	320,950.34	263,434.00
Marsden Jacob Associates	Commercial and transaction advice (review and development of investment and business cases)	347,927.00	317,927.00	30,000.00
Ernst & Young	Commercial and technical advice (Energy Projects)	827,261.00	295,655.00	–
Jacobs Group (Australia) Pty Ltd	Technical advisory services (Development of emissions projections from 2019 to 2050)	277,900.74	237,024.74	40,876.00
The University of Melbourne	Technical advisory services (Water quality analysis and reporting)	295,805.91	223,820.91	71,985.00
Farrier Swier Consulting	Commercial and transaction advice (national electricity regulations for renewable industrial hubs)	211,318.00	211,318.00	–
Enea Australia Pty Ltd	Advisory services (Renewable hydrogen)	215,032.00	210,032.00	5,000.00
Zenith Consulting Pty Ltd	General professional and commercial advice (Powerline Bushfire Safety Program)	904,000.00	208,805.00	–
Arcadis Australia Pacific Pty Ltd	Technical advisory services (Environment projects)	264,597.00	194,128.14	70,468.86
Nous Group	Commercial and transaction advice (Victoria's container deposit scheme)	11,636,977.00	192,500.00	–



Supplier Name	Purpose of Consultancy	Total Approved Project Fee (excl. GST) \$	Expenditure 2022–23 (excl. GST) \$	Future Expenditure (excl. GST) \$
Aurecon Australasia Pty Ltd	Advisory services (Water and catchments projects)	338,342.00	190,681.70	88,182.00
Sapere Research Group Limited	General professional and commercial advice (evaluation Agriculture energy and digital programs)	293,717.00	181,091.00	67,354.00
Arup Australia Pty Ltd	Advisory services (Water availability and use for renewable hydrogen)	201,468.00	174,483.00	26,985.00
Jacobs Group (Australia) Pty Ltd	Technical advisory services (Groundwater)	284,801.00	174,200.39	9,692.00
Scyne Advisory Pty Ltd	Commercial and financial advisory services (Environment projects)	560,176.00	169,868.00	390,308.00
GHD Pty Ltd	Commercial advisory services (Powerline Bushfire Safety Program)	255,228.00	164,631.12	23,401.00
Price Waterhouse Coopers	Commercial advisory services (Water projects)	324,592.30	161,795.30	162,797.00
Worley Consulting Pty Ltd	Commercial advisory services (Energy projects)	477,757.00	160,637.02	46,499.00
Advisian Pty Ltd	Commercial and technical advice (Energy Projects)	477,757.00	160,637.00	–
The Social Research Centre	Advisory services (FFMVic and Forest, Fire and Regions gender equity analysis 2022)	180,263.91	149,534.91	30,729.00
Levant Consulting	General professional advice (development of a change and program management framework)	171,988.00	149,188.00	–
Nous Group Pty Ltd	General professional and commercial advice (evaluation of Helping Victoria Grow)	363,638.00	145,455.00	–
KPMG Australia	Commercial and transaction advice (support mechanisms)	419,807.00	143,049.00	239,865.00
Newgate Communications Pty Limited	Social and behavioural research (Emergency Animal Disease Preparedness Project)	146,423.00	140,775.00	5,648.00
Aither Pty Ltd	Technical advisory services (Urban water)	403,325.00	137,960.00	265,365.00
Price Waterhouse-Coopers	General professional services (Supporting Forestry industry transition )	136,365.00	136,365.00	–
Sequana Partners Pty Ltd (Company)	Technical advisory services (Water projects)	1,167,112.00	134,146.20	1,032,965.00
BDO Services Pty Ltd	Transaction and strategic advisory services (Environment projects)	438,045.00	133,488.00	245,162.45
Acil Allen Consulting Pty Ltd	Advisory services (Industrial gas use)	217,110.00	130,265.70	86,844.30
KPMG Australia	Commercial and financial advisory services (Energy projects)	374,325.80	125,465.00	45,000.00
Frontier Economics	Advisory service (Urban stormwater management)	272,725.00	125,000.00	147,724.00
Hall & Partners	Advisory services (Water market research)	174,000.00	124,000.00	50,000.00
Pricewaterhouse-Coopers Consulting (Australia) Pty Limited	General professional services (development of an optimisation and cost benefit analysis for Emergency Animal Disease disposal)	122,637.00	122,637.00	–
Ernst & Young	Commercial and financial advisory services (Energy projects)	444,190.50	120,887.50	323,303.00
Pricewaterhouse-Coopers Securities Ltd	Commercial and technical advice (Energy Projects)	119,322.00	119,322.00	–
The LOTE Agency Pty Ltd	Advisory services (Water market research)	165,186.00	115,630.91	49,555.00
Arup Australia Pty Ltd	Commercial and transaction advice (advanced thermal treatment research of agriculture residues)	110,780.00	110,780.00	–

Supplier Name	Purpose of Consultancy	Total Approved Project Fee (excl. GST) \$	Expenditure 2022–23 (excl. GST) \$	Future Expenditure (excl. GST) \$
RM Consulting Group Pty Ltd	General professional and commercial advice (review truck wash and effluent disposal)	142,200.00	110,440.00	31,760.00
Grosvenor Performance Group Pty Ltd	General professional and commercial advice (evaluation Agriculture Infrastructure and Jobs Fund)	129,925.00	103,940.00	25,985.00
Alluvium	Advisory services (Evaluation of water and catchment projects)	107,890.40	102,893.40	4,997.00
Price Waterhouse Coopers	Commercial advisory services (Independent Monitor Portland Smelter)	484,800.00	96,000.00	171,055.00
Indufor Asia Pacific (Australia) Pty Ltd	General professional and commercial advice (forest coupe regeneration)	181,818.00	92,936.00	88,882.00
Indufor Asia Pacific (Australia) Pty Ltd	General professional services (development of manual and completion of audit of regenerated coupes)	180,000.00	92,007.00	97,770.00
Hydrology And Risk Consulting Pty Ltd (HARC)	Technical advisory services (Water projects)	227,229.00	86,266.36	82,053.00
Ernst & Young	Advisory services (Electricity markets)	95,774.00	86,196.00	9,578.00
Water Technology Pty Ltd	Technical advisory services (Coastal process studies)	257,468.18	85,453.18	172,015.00
Nous Group	Advisory services (Distribution-connected storage)	165,000.00	82,500.00	82,500.00
Grant Thornton Australia Ltd	General professional and commercial advice (evaluation Rural Assistance Scheme)	81,573.00	81,573.00	–
Enea Australia Pty Ltd	Commercial and transaction advice (Bioenergy systems for Agriculture in Victoria)	156,618.00	78,309.00	78,309.00
Steel, Helen Louise	General professional and commercial advice (third party investment in Traditional Owner initiatives)	137,308.00	74,609.00	2,636.00
Aither Pty Ltd	General professional advice (future water opportunities in the LaTrobe River system)	112,076.00	74,540.00	–
Allen and Clarke Consulting Pty Ltd	General professional and commercial advice (evaluation of seasonal workforce program)	89,556.00	72,727.00	16,829.00
Ernst & Young	General professional and commercial advice (evaluation of small scale and craft program)	90,447.00	72,358.00	18,089.00
Jacobs Group (Australia) Pty Ltd	Advisory services (Water and Catchments projects)	91,542.00	68,657.50	22,884.00
Oakley Greenwood Pty Ltd	Commercial and transaction advice (flexible demand policy)	194,049.00	68,300.00	–
Nous Group Pty Ltd	General professional and commercial advice (review quarry approvals coordinator initiative)	77,000.00	67,363.00	9,638.00
Grosvenor Performance Group Pty Ltd	General professional advice (development of a regulatory framework)	132,562.00	66,280.00	–
Allens	Legal advisory services (Energy projects)	360,000.00	65,380.00	294,620.00
Nous Group Pty Ltd	General professional services (policy development Resources)	153,636.00	61,454.00	–
Aither Pty Ltd	Advisory services (Water markets)	71,174.00	60,000.00	11,174.00
Aither Pty Ltd	Advisory services (Evaluation of water and catchment projects)	61,326.00	59,090.00	2,236.00
Murdoch University	General professional advice (Assessment of animal welfare risks associated with the response to an emergency animal disease)	117,601.00	58,801.00	58,801.00
Deloitte Consulting Pty Limited	Advisory services (Evaluation of water and catchment projects)	10,217,447.00	58,224.13	9,041,108.00

Supplier Name	Purpose of Consultancy	Total Approved Project Fee (excl. GST) \$	Expenditure 2022–23 (excl. GST) \$	Future Expenditure (excl. GST) \$
Endgame Economics Pty Ltd	Commercial advisory services (Energy projects)	636,364.00	57,569.49	463,594.15
Jacobs Group (Australia) Pty Ltd	Advisory services (Evaluation of water and catchment projects)	158,435.00	55,712.90	102,722.00
TSA Management Pty Ltd	Commercial and technical advice (Energy Projects)	90,909.00	55,657.00	–
Market Reform Pty Ltd	Commercial and transaction advice (energy market volatility)	54,545.00	54,545.00	–
KPMG Australia	Commercial advisory services (Energy projects)	101,962.00	54,500.00	47,462.00
Streamology Pty Ltd	Technical advisory services (Victorian Environmental Flows Monitoring Assessment Program Stage 7 project)	79,560.00	54,280.00	25,280.00
Grosvenor Performance Group Pty Ltd	General professional and commercial advice (evaluation of drought program)	118,393.00	52,188.00	27,930.00
Marsden Jacob Associates	General professional and commercial advice (analysis of full impact of a foot-and-mouth disease incursion)	167,005.00	50,466.00	116,539.00
Jacobs Group (Australia) Pty Ltd	Advisory services (Renewable hydrogen energy carrier study)	194,196.00	50,000.00	144,196.00
Stannards Accountants & Advisors Pty Ltd	Commercial advisory services (Water Project)	79,940.00	50,000.00	29,940.00
Aither Pty Ltd	Advisory services (Take and Use Licensing framework review)	149,001.20	49,667.20	99,334.00
GHD Pty Ltd	Commercial and technical advice (Energy Projects)	255,228.00	49,327.00	–
KPMG Australia	Commercial and transaction advice (Forestry projects)	49,270.00	49,270.00	–
Grosvenor Management Consulting Pty Ltd	Advisory services (Employment program review)	53,280.00	48,780.00	4,500.00
Terri Janke And Company Pty Ltd	General professional and commercial advice (intersection of Aboriginal cultural rights and biosecurity laws)	48,415.00	48,415.00	–
Dart Legal & Consulting Pty Ltd	Advisory services (Waste to Energy Licensing Scheme)	56,700.00	46,200.00	10,500.00
Sapere Research Group Limited	General professional and commercial advice (jurisdictional comparison and review biosecurity legislation reform.)	46,080.00	46,080.00	–
RM Consulting Group Pty Ltd	Advisory services (Victorian mineral springs master plan review)	93,965.00	45,355.00	32,119.00
Alluvium	Advisory services (Evaluation of water and catchment projects)	50,810.00	45,350.00	5,460.00
Price Waterhouse-Coopers	General professional and commercial advice (forest contractor advice)	44,579.00	44,579.00	–
Nous Group	Advisory services (Victorian Recycling Infrastructure Plan)	575,000.00	43,000.00	145,000.00
The University of Melbourne	General professional advice (design of an evaluation methodology for assessing economic value of shared responsibility initiatives)	42,563.00	42,562.00	–
Context Agency	General professional advice (emission budgets)	61,600.00	41,500.00	20,100.00
Endgame Economics Pty Ltd	Commercial and transaction advice (energy market volatility)	54,545.00	39,045.00	–
The University of Melbourne	General professional advice (economic analysis of shared responsibility initiatives)	37,733.00	37,733.00	–

Supplier Name	Purpose of Consultancy	Total Approved Project Fee (excl. GST) \$	Expenditure 2022–23 (excl. GST) \$	Future Expenditure (excl. GST) \$
Tony Isaacs Consulting Pty Ltd	Technical advisory services (National Construction Code 2022)	72,611.00	36,305.30	36,305.00
Blue Sense Consulting Pty Ltd	General professional and commercial advice (improving Flagship Waterway project evaluation and reporting)	59,280.00	35,607.00	–
Resilient Services Pty Ltd	Advisory services (Emergency After Actions Reviews)	44,136.36	34,136.36	10,000.00
Sunrise Mapping & Research	General professional advice (mapping data and impact analysis)	28,700.00	28,700.00	–
Svenson Barristers	General professional advice (Environmental Impact Assessment)	28,000.00	28,000.00	–
Mott Macdonald Australia Pty Limited	Commercial and technical advice (Energy Projects)	284,528.00	27,758.00	–
Seed Advisory	General professional and commercial advice (SEC)	97,273.00	27,600.00	–
Indufor Asia Pacific (Australia) Pty Ltd	General professional and commercial advice (expert applications review for opt-out scheme)	43,636.00	27,529.00	–
The Trustee for Campbell Fitzpatrick Family Trust	General professional services (Victorian Murray Floodplain Restoration Project)	94,955.00	26,800.00	–
AMC Consultants Pty Ltd	General professional services (grant assistance Resources projects)	26,322.00	26,322.00	–
Marsden Jacob Associates Pty Ltd	Advisory services (Community Rebate and Community Housing Retrofit Programs)	64,925.00	25,970.00	38,955.00
Indufor Asia Pacific (Australia) Pty Ltd	General professional and commercial advice (expert applications review for forestry transition program)	45,000.00	25,032.00	19,968.00
Jacobs Group (Australia) Pty Ltd	Commercial and technical advice (Energy Projects)	171,770.00	24,730.00	–
Jacobs Group (Australia) Pty Ltd	Technical advisory services (Groundwater)	51,290.00	24,485.00	15,300.00
Jennifer Anne Scovell	Advisory services (Water and catchments obligations)	44,544.82	23,181.82	21,363.00
Price Waterhouse-Coopers	General professional services (Supporting Forest business transition)	22,661.00	22,661.00	–
Ashurst Australia	General professional services (review of National Livestock System Database Business rules)	22,000.00	22,000.00	–
Ricardo Energy Environment & Planning Pty Ltd	General professional services (planning for Rainbow Gully, Upper Yarra Reserve and Shoreham Reserve projects)	22,273.00	22,000.00	273.00
PA Scott Consultancy	Technical advisory services (Groundwater)	28,589.00	22,000.00	6,589.00
Hydrology And Risk Consulting Pty Ltd (HARC)	Technical advisory services (Water projects)	51,250.00	21,615.00	13,983.00
Jacobs Group (Australia) Pty Ltd	Technical advisory services (Energy projects)	78,803.00	19,312.50	59,490.00
Climate Resource Pty Ltd	General professional advice (emission budgets)	30,364.00	19,282.00	–
Deloitte Touche Tohmatsu	General professional and commercial advice (evaluation of Strengthening Victoria's Biosecurity System program)	18,818.00	18,818.00	–
Industryedge Pty Ltd	Commercial and transaction advice (hardwood log supply)	36,630.00	18,080.00	18,550.00

Supplier Name	Purpose of Consultancy	Total Approved Project Fee (excl. GST) \$	Expenditure 2022–23 (excl. GST) \$	Future Expenditure (excl. GST) \$
Australian Continuous Improvement Group Pty Ltd	General professional advice (mainstreaming climate change)	62,000.00	17,100.00	–
Gemma Cecilia Varley	General professional services (legislative development animal welfare)	16,364.00	16,364.00	–
Taungurung Land and Waters Council	General professional advice (consulting services to Djaara, Taungurung and GLaWAC)	15,000.00	15,000.00	–
Minter Ellison Lawyers	General professional advice (legal consulting services to Djaara, Taungurung and GLaWAC)	4,672,727.00	14,942.00	3,468,624.00
Cube Group Management Consulting (Australia) Pty Ltd	General professional and commercial advice (stakeholder analysis for rehoming pets reform project)	121,458.00	13,317.00	108,141.00
Communications Collective Pty Ltd	General professional advice (Future Homes implementation)	80,514.00	13,036.00	17,623.00
Comprara Pty Ltd	Commercial and transaction advice (category management framework)	27,273.00	12,413.00	7,413.00
Lloyd Environmental Pty Ltd	Technical advisory services (Groundwater)	15,400.00	11,440.00	3,960.00
Hydrogeologic Pty Ltd	Technical advisory services (Groundwater)	86,911.00	10,603.64	20,160.00
Marusic, Ivan	Strategy advice and subject matter expertise (Safe Building Ventilation Program in response to supporting the Victorian Government's Roadmap to recovery in response to the COVID-19 pandemic)	45,454.00	10,364.00	–

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