

Additional information available

In compliance with the requirements of the Standing Directions of the Minister for Finance, details of the items listed below are available on the department's [annual report webpage](#).

a)	a statement that declarations of pecuniary interests have been duly completed by all relevant officers	2
b)	details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary	2
c)	details of publications produced by the department about the department, and how these can be obtained	2
d)	details of changes in prices, fees, charges, rates and levies charged by the department	2
e)	details of any major external reviews carried out on the department	2
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i)	details of assessments and measures undertaken to improve the occupational health and safety of employees, not otherwise detailed in the report of operations	20
j)	general statement on industrial relations within the department and details of time lost through industrial accidents and disputes, which are not otherwise detailed in the report of operations	20
k)	list of major committees sponsored by the department, the purposes of each committee and the extent to which the purposes have been achieved	21
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Details of all consultancies and contractors (including i. consultants/contractors engaged; ii. services provided; iii. expenditure committed to for each engagement) are available on request from the DEECA Customer Contact Centre on 136 186, or via email: [Customer Service](#), subject to the provisions of the *Freedom of Information Act 1982*.

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 entity about the activities of the entity and where they can be obtained

Publication	Date published	Location
Department of Energy, Environment and Climate Action Annual Report 2023-24	31 October 2024	Available online (www.deeca.vic.gov.au/ourdepartment/annual-report and www.data.gov.au).
Department of Energy, Environment and Climate Action Corporate Plan 2024-2028	30 August 2024	Available online (https://www.deeca.vic.gov.au/our-department/deeca-corporate-plan)
Mine Land Rehabilitation Authority Annual Report 2023-24 ¹	31 October 2024	Available online (https://www.mineland.vic.gov.au/library/publications/annual-reports/)

Notes:

- The following entities are combined into DEECA's FRD22 disclosures pursuant to a determination made by the Assistant Treasurer under section 53(1)(b) of the *Financial Management Act 1994*:
 - Rural Assistance Commission
 - Mine Land Rehabilitation Authority.

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 <https://www.deeca.vic.gov.au/doing-business-with-us/fees-and-charges>.

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

Major external reviews	Conducted by	Purpose	Released
Review of Victoria's water safety arrangements	Inspector-General for Emergency Management	To assess whether Victoria's current water safety arrangements are helping to lower the drowning toll and deliver the Victoria Water Safety Strategy 2021-25 outcomes.	20 July 2024

Major external reviews	Conducted by	Purpose	Released
Victorian Emergency Management Strategic Action Plan 2022–25 - Progress Report 2023	Inspector-General for Emergency Management	To assess the implementation of the Victorian Emergency Management Strategic Action Plan.	19 September 2024
Protecting the biosecurity of agricultural plants species	Victorian Auditor-General's Office	To determine whether Agriculture Victoria effectively prepares for, prevents, manages, and responds to plant pests and diseases in Victoria.	16 October 2024
Responses to performance engagement recommendations: Annual Status Update 2024	Victorian Auditor-General's Office	To determine whether agencies have implemented the Victorian Auditor-General's Office's performance engagement recommendations in a timely manner.	17 October 2024
Fair presentation of service delivery performance: 2024	Victorian Auditor-General's Office	To determine whether Victorian Government departments fairly present their service delivery in their department's performance statement.	27 November 2024
Major projects performance reporting 2024	Victorian Auditor-General's Office	To determine whether public entities publish information that can be used to assess their major projects' performance against expected cost, time, scope and benefits.	19 February 2025
Recycling resource from waste	Victorian Auditor-General's Office	To determine whether Victoria is on track to achieve its recycling targets.	3 April 2025
Quality of Victoria's critical data assets	Victorian Auditor-General's Office	To determine whether Victorian Government agencies assure the quality of their critical data assets.	14 May 2025
Contractors and consultants: Management	Victorian Auditor-General's Office	To determine whether the Victorian Public Service achieves value for money when it uses contractors and consultants.	18 June 2025

f) Details of major research and development activities undertaken by the department

Name of research and development activity	Conducted by	Purpose
Accelerating the development of chickpea with enhanced acid soil tolerance - Phase II	Agriculture Victoria Research	To develop genetic tools to facilitate breeder use and deployment of high value acid soil tolerant chickpea germplasm.
Achieving improved genetic gain for yield in chickpea, faba bean and lentil using genetic diversity	Agriculture Victoria Research	To improve genetic gain for yield in chickpea, faba bean and lentil by establishing diverse germplasm collections.
Applying decision support tools to regional waterway management	Arthur Rylah Institute	To develop decision support tools and datasets to inform regional waterway strategy development.

Name of research and development activity	Conducted by	Purpose
Archiving of wild dog DNA samples and maintenance	Arthur Rylah Institute	To consolidate and centralise DEECA's archive of more than 1,000 DNA samples from wild dogs.
Assessment and management of colony-breeding birds at Mud Islands	Arthur Rylah Institute	To develop protocols for assessing population trends and appropriate disturbance thresholds to inform site management of the 111 colony-breeding bird species at the Mud Islands RAMSAR site.
Assessment of Syncline Community Cable Private Transmission Proposal	KPMG, AECOM, North Projects, Clayton Utz	To assess the Syncline Community Cable Private Transmission Proposal and its suitability for formal evaluation.
Australian almond industry integrated pest management program: Phase 2	Agriculture Victoria Research	To deliver an integrated pest management program for the Australian almond industry through providing growers with a toolkit of effective practices, new technologies and practical guidelines.
Australian forest tree improvement programs: using genomics to double the rate of genetic gain	Agriculture Victoria Research	To develop base genomic information to support development and deployment of single-step genomic selection in forest tree breeding programs.
Australian Grains Genebank strategic partnership	Agriculture Victoria Research	To improve rates of genetic gain in Australian temperate and tropical grain crop breeding programs.
Australian horticultural market access research partnership (fruit fly)	Agriculture Victoria Research	To develop, trial and implement a national fruit fly surveillance, biocontrol, biopesticide and integrated pest management program.
Baseline study – Energy Safety Review	Scyne Advisory	To identify safety risks and regulatory gaps associated with emerging energy technologies and support policy development through the Energy Safety Review.
Basin-scale research and evaluation project – Stage 2 extension	Arthur Rylah Institute	To design the next phase of fish-focused monitoring, evaluation, and research (MER) as part of the Flow-MER program across the Murray–Darling Basin.
Best practice sampling and virus detection in Australian grapevine propagation assets	Agriculture Victoria Research	To develop and update surveillance, sampling strategies and diagnostics for grapevine viruses in propagation assets to give greater confidence in the quality of propagation material that is distributed to industry.
Biocontrol implementation of sagittaria using the fruit-feeding weevil	Agriculture Victoria Research	To implement a sagittaria biological control program throughout irrigation districts of northern Victoria and southern New South Wales.
Blackberry biological control	Agriculture Victoria Research	To investigate the potential of a cane-boring sawfly from Europe for the biological control of invasive blackberry.
Building electrification – computable general equilibrium modelling report	Deloitte	To assess the incremental impacts of the regulatory options of electrification to Victoria's employment and economic activity, relative to a counterfactual scenario.
Building electrification – cost benefit analysis of the electrification of new and existing buildings	Deloitte	To quantify the costs and benefits of electrifying new and existing buildings to Victorian households, businesses and government.
Building electrification – energy market modelling report	Deloitte	To assess the incremental impacts of the regulatory options of electrification to Victoria's energy markets and tariffs, relative to a counterfactual scenario.

Name of research and development activity	Conducted by	Purpose
Bushfire reconstructions: developing a data solution to support simulator evaluation	University of Melbourne	To compile existing disparate data sets to develop a bushfire reconstruction database.
Capitalising on pulse protein food and feed opportunities domestically and internationally	Agriculture Victoria Research	To benchmark Australian pulses (chickpea, faba bean, field peas, lentil, lupin and mung bean) for protein quality, nutritional composition and functional attributes.
Circular economy new metrics	KPMG	To develop and benchmark circular economy measures to monitor Victoria's transition to a circular economy.
Circular economy policy	The Centre for International Economics, Rawtec, Blue Environment	To analyse policy options for improving circular economy outcomes in Victoria.
Close yield gap and maximise farm system benefits from grain legume production	Agriculture Victoria Research	To deliver local development and extension to close the economic yield gap and maximise farming systems benefits from grain legume production.
Contaminated land and coastal hazard assessment	Alluvium Consulting	To conduct a statewide review of contaminated land and coastal hazards in Victoria.
Creating a best practice monitoring, evaluation and reporting approach for large, complex programs	Nation Partners	To review bushfire/wildfire monitoring, evaluation and reporting (MER) approaches undertaken by organisations with comparable large, multi-scale programs, to develop a set of best practice MER recommendations.
Creating a robust process for informing standard mitigations	Arthur Rylah Institute	To inform risk management of forest and fuel management actions.
DairyBio 21-26	Agriculture Victoria Research	To create improved pastures and improved herds for the Australian dairy industry through the latest approaches in bioscience.
DairyFeedbase	Agriculture Victoria Research	To deliver improvements in the type and accuracy of real-time information gathered to help guide decision-making in the paddock and dairy, that optimises animal nutrition, health, welfare and milk production.
Determining appropriate buffer distances around wind turbines for bats	Arthur Rylah Institute	To quantify bat activity levels for a range of species (with emphasis on southern bent-wing bats) at different distances from suitable foraging habitat, to inform decisions on optimal buffer sizes around wind turbines.
Determining vulnerability to fuel management and associated risk mitigation for <i>Environment Protection and Biodiversity Conservation Act 1999</i> listed ecological communities in Victoria	Arthur Rylah Institute	To research the potential impact of fuel management on <i>Environment Protection and Biodiversity Conservation Act 1999</i> listed ecological communities in Victoria.

Name of research and development activity	Conducted by	Purpose
Development and testing of a sprayable biodegradable mulch product for Australian broadacre crop production	Agriculture Victoria Research	To evaluate the role sprayable biodegradable mulch products may play in broadacre agriculture, linking product manufacturers with use cases, environmental and financial evaluation, and business development opportunities.
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.
Draft Victorian Transmission Plan	KPMG	To determine a long-term plan for new infrastructure to support the transition to renewable energy.
Early warning system	University of New South Wales	To develop a regional-scale operational wave model, coupled with beach erosion and coastal hazard flooding models, to predict potential coastal hazard occurrence up to 7 days ahead.
Eastern Victoria airborne gravity survey	Geological Survey Victoria, Surveyor-General of Victoria, Geoscience Australia	To collect consistent and evenly distributed gravity measurements, improving Victoria's gravity model which provides accurate and reliable heights for GPS positioning.
Effective virus management in grain crops	Agriculture Victoria Research	To develop successful management packages for the control of viruses and their vectors.
Effectiveness of fuel reduced areas in limiting fire spread	University of Tasmania	To establish a quantitative evidence base of the effectiveness of fuel treatments and other barriers in limiting or halting fire spread.
Emergency action to benefit 5 threatened galaxiid species	Arthur Rylah Institute	To identify and assess suitable translocation sites for 5 critically endangered galaxiid species.
Enhanced System Plan Project	Centre for New Energy Technologies (C4NET)	To develop a comprehensive modelling framework integrating distribution networks and consumer and distributed energy resources to improve whole-of-system planning.
Epidemiology of Septoria Tritici blotch in low and medium rainfall zones of the southern region to inform integrated disease management strategies	Agriculture Victoria Research	To develop disease management strategies for the management of the wheat leaf disease Septoria tritici blotch specific to low and medium rainfall zones.
Epidemiology, economic thresholds and management of Ascochyta blight and Botrytis diseases in lentil and faba beans	Agriculture Victoria Research	To determine the relationships between lentil and faba bean varietal resistance ratings, disease severity, and grain yield and quality loss and the effectiveness of different integrated disease management strategies for high, medium and low rainfall areas.
Evaluation of Solar Victoria's training and workforce development program	Grosvenor	To conduct an internal evaluation of Solar Victoria's industry training and workforce development program to inform the design and implementation of future programs.

Name of research and development activity	Conducted by	Purpose
Examining how non-burn fuel treatments change fuel hazard and fine-scale modelling approaches within bushfire simulations	University of Melbourne	To address key knowledge and process gaps in measuring and assessing the effectiveness of small-scale, non-burn fuel management activities in reducing bushfire risk.
Fast tracking the delivery of improved chilling tolerance chickpea for Australian growers	Agriculture Victoria Research	To deliver new chickpea varieties with improved genetics for chilling tolerance.
Fire management approaches to mitigate the impacts of bushfires on ecological values	University of Melbourne	To identify a 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.
Fishermans Beach revetment and groyne design	BMT	To develop detailed designs of groynes and retaining walls for the Fishermans Beach site, serving as a foundation for subsequent construction activities.
Flow-Monitoring Evaluation and Research (Flow-MER) 2.0 development of fish monitoring program	Arthur Rylah Institute	To monitor fish responses to environmental flows.
Forest regeneration standards for environmental values. Part 2: stocking standards, gap size and the use of alternative species and provenances	University of Melbourne	To identify evidence-based regeneration standards to support environmental values including minimum environmental density stocking standards and maximum allowable gap sizes in regenerating forest coupes.
Gas market strategic advice	McKinsey and Co	To provide options for resolving a potential gas shortfall in the late 2020s.
Gippsland East coastal processes study	BMT	To undertake coastal processes studies for coastal protection structures within the east of Gippsland.
Gippsland offshore wind - shore crossing analysis	AECOM	To identify and assess preferred shore crossing areas to support Gippsland offshore wind projects.
Gippsland West coastal processes study	FSC Range	To undertake coastal processes studies for coastal protection structures within the west of Gippsland.
Goulburn to Murray Trade Rule Review environmental monitoring – vegetation monitoring	Arthur Rylah Institute	To monitor the response of riverbank vegetation to water transfers on the Goulburn River.
Grapevine phylloxera: development and adoption of new tools for the surveillance and management	Agriculture Victoria Research	To develop new tools, technologies and protocols for the integrated pest management of grapevine phylloxera in Australia.
Grid impact assessment consultation paper	EY, Capire	To develop an approach to managing how renewable energy projects access Victoria's electricity transmission network.

Name of research and development activity	Conducted by	Purpose
Habitat use and movement of eels in Gippsland	Arthur Rylah Institute	To research the movement and habitat use of long-finned eels in Gippsland.
Hydroclimate and hydrology modelling research - Phase 3	CSIRO	To understand the impact of climate change on Victoria's water resources with a focus on hydrology.
Icon Species Program 2023-2025 - Southern Bent-wing Bat	Arthur Rylah Institute	To estimate the population of the Southern Bent-wing Bat.
Identifying and managing risks of climate change and altered fire regimes to biodiversity	Arthur Rylah Institute	To identify where biodiversity values in Victoria are at risk due to changing fire regimes and develop a suite of interventions that maximise species persistence.
Impact of root diseases on pulse crops in Northern and Southern regions	Agriculture Victoria Research	To research the main root pathogens affecting faba bean, lentil and chickpea to guide future investment in integrated disease management activities.
Impact of Victoria's Container Deposit Scheme on beverage prices and consumption	Nous	To analyse the impact of the introduction of Victoria's Container Deposit Scheme on beverage prices.
Implementing GS1 traceability standards for orchard chemical use and beehive movements	Agriculture Victoria Research	To improve the efficiency and effectiveness of traceability within the apiarist and orchardist communities, specifically focusing on almond, apple, and pear growers.
Improved genetic resistance - Effective genetic and sustainable management of Ascochyta blight of chickpea - Phase 2	Agriculture Victoria Research	To improve chickpea yield stability and increase grower profitability by reducing losses associated with the disease Ascochyta blight (AB) and deliver chickpea material with superior AB resistance to the breeding community.
Brolga research, Monitoring, Evaluation, Reporting (MER) and improvement plan	Arthur Rylah Institute	To identify wetland potential to support brolga breeding events, design research and monitoring priorities for brolga and explore opportunities for wetland restoration for brolgas and other wetland birds.
Improved resistance to Botrytis Grey Mould in chickpea and lentil	Agriculture Victoria Research	To develop improved high throughput phenotyping methods for Botrytis Grey Mould to enable quick, accurate and cost-effective screening of large numbers of chickpea and lentil breeding lines.
Improving fire severity mapping – tool updates and historical mapping	Arthur Rylah Institute	To improve DEECA's fire severity mapping tool through enabling bulk uploading and processing of fire severity boundaries and incorporating a historical dataset for fire severity for woody/treed vegetation types in Victoria.
Improving reporting and management of on-farm greenhouse gas emissions data	EY	To consider policy options and opportunities to improve reporting and management of on-farm greenhouse gas emissions data across Australia's agriculture sector.
Improving the yield stability of lentils under elevated temperatures	Agriculture Victoria Research	To improve the yield stability of lentils under elevated temperatures.

Name of research and development activity	Conducted by	Purpose
Improving yield potential of lentils on acid soils in Australia	Agriculture Victoria Research	To characterise and develop lentils with tolerance to acid soils across Australian growing regions.
Increasing wheat yield and yield stability through improved heat tolerance during grain filling	Agriculture Victoria Research	To deliver new wheat varieties better adapted to heat stress during grain filling.
Influencing the emissions trajectory for Victorian agriculture	EY	To inform actions to reduce emissions from the Victorian agriculture sector through data analysis, emissions modelling and scenario modelling/forecasting.
Integrated pest and disease biocontrol approaches to address pest challenges in raspberry and blackberry	Agriculture Victoria Research	To develop and extend effective integrated pest and disease management strategies for the Australian raspberry and blackberry industry.
Landfill gas emissions baseline and opportunities advice	SMEC	To develop a baseline for Victoria's landfill gas emissions and assess the viability of reducing these emissions using available technology or anticipated improvements in technology to 2030.
Lapsing evaluation of the Agriculture Sector Emissions Reduction Pledge final report	Deloitte	To evaluate the effectiveness of the Agriculture Sector Emissions Reduction Pledge, which was established by the Victorian Government in 2021 to accelerate the Victorian agriculture sector's response to climate change and position Victoria as a leader in low-emissions agriculture.
Laser Pathways: Expanding Point Cloud Processing Hub to upscale plot based estimates of 3D fuel structure to the burn scale	Office of Planetary Observations	To improve the functionality and useability of the point cloud processing hub including through improved connectivity metrics.
Level 3 Inspections Gippsland	BMT	To complete inspection reports and remediation designs where appropriate for high-risk coastal protection structures in Gippsland.
Level 3 Inspections Port Phillip	BMT	To complete inspection reports and remediation designs where appropriate for high-risk coastal protection structures in Port Phillip.
Longitudinal research into Solar Victoria customers' energy consumption and expenditure patterns following installation of an approved product	Centre for New Energy Technologies (C4NET)	To quantify the potential and actual impacts of Solar Victoria programs on participating households' and businesses' energy consumption and expenditure (costs and savings), over time.
Lowan Mallee Ecological Fire Group return sampling	University of Melbourne	To research the effects of bushfire and planned burning on ecosystem resilience in the Lowan Mallee Ecological Fire Group.

Name of research and development activity	Conducted by	Purpose
Lower Goulburn Intervalley water trade impacts on nursery habitat / Victorian Environmental Flows Monitoring and Assessment Program	Arthur Rylah Institute	To research the impact of elevated summer flow delivery on early life stages of native fish and decapods.
Lungfish population modelling	Arthur Rylah Institute	To construct 2 metapopulation models for the Australian Lungfish, <i>Neoceratodus forsteri</i> , one for Lungfish in the Brisbane River and the other for Lungfish in the North Pine River.
Managing multiple and variable soil constraints to optimise soil amelioration in southern Australia	Agriculture Victoria Research	To evaluate the effectiveness and profitability of spatially targeted soil amelioration strategies, improving growers' ability to select a soil amelioration strategy for their paddocks.
Matching pulse crop designs to site and seasonal conditions to maximise yield and profit	Agriculture Victoria Research	To research the impact of soil type, water availability, and canopy temperature on pulse (chickpea, lentil, faba bean and narrow-leaved lupin) growth and development in current production environments across Australia.
Maximising the uptake of phosphorus by crops to optimise profit in central and southern New South Wales, Victoria and South Australia.	Agriculture Victoria Research	To explore the effect phosphorus fertiliser placement has on nutrient (and water) use efficiency given nutrient stratification, soil water availability and root architecture of different crops.
Melbourne Strategic Assessment program, July 2023 – June 2024	Arthur Rylah Institute	To provide ecological advice and conduct ecological monitoring for the Melbourne Strategic Assessment program. The program ensures urban development in Melbourne's growth areas follows environmental laws and streamlines the approvals process for developers.
Mid Murray fish spawning and recruitment - field sampling, assessment, data integration and reporting 2023-24	Arthur Rylah Institute	To collect long term monitoring data on primary production and fish populations to assess productivity and fish population dynamics for the entire Murray River.
Modelling renewable hydrogen's role in Victoria's energy transition	Jacobs	To model the price of producing renewable hydrogen in Victoria and predicted uptake in key sectors.
Monitoring and screening: Monitoring of Net Blotch populations for new virulences of industry significance	Agriculture Victoria Research	To monitor and screen commercial cultivars and host differential sets against local and exotic net blotch pathotypes.
Monitoring waterbirds at the Western Treatment Plant 2021-2024	Arthur Rylah Institute	To monitor population trends for waterbird and shorebird species and their dispersal across the Western Treatment Plant, to inform management decisions by Melbourne Water.
Moolap Wetlands environmental management masterplan	REALMstudios	To develop an environmental management masterplan to guide the design and management of the Moolap Wetlands and Former Saltworks precinct.

Name of research and development activity	Conducted by	Purpose
Murray-Darling Basin Fish Survey 2024-25	Arthur Rylah Institute	To assess the health of native fish communities across 41 selected sites in Victoria.
Narrow orchard systems for future climates	Agriculture Victoria Research	To determine whether transitioning to narrower orchard systems could benefit pome and stone fruits.
National field pea breeding program	Agriculture Victoria Research	To deliver improved field pea varieties to growers across a range of agroecological environments.
National grains diagnostic and surveillance initiative	Agriculture Victoria Research	To deliver fast, accurate diagnostics to enable timely management decisions that reduce the impact of biotic threats on grain crops.
National lentil breeding program	Agriculture Victoria Research	To deliver improved lentil varieties to growers across a range of agroecological environments for improved productivity.
National Soil Action Plan - Improving soil structure for resilient ecosystems	Agriculture Victoria Research	To deliver management practice changes that improve soil structure and function across a range of industries.
National Soil Action Plan Soil biodiversity across landscapes	Agriculture Victoria Research	To understand the soil microbiome, populations and functions in agriculture and natural ecosystems to improve nutrient cycling, maintain or improve soil carbon, and support soil and landscape recovery and rehabilitation.
Native Fish Report Card 2025-26 to 2027-28	Arthur Rylah Institute	To collect data on native fish populations at priority waterways.
Nature-based methods Corinella design	International Coastal Management	To investigate the feasibility of nature-based restoration at Corinella to address erosion risks and habitat degradation.
Non-synthetic alternatives to complement pest and disease management practices in mushrooms	Agriculture Victoria Research	To identify possible formulations, microbial strains, secondary plant or microbial metabolites, and/or novel combinations of non-synthetic alternatives for prospective bioprotection of mushrooms grown in Australia.
Optimal stubble loads for maximising canola establishment in the Wimmera	Agriculture Victoria Research	To identify stubble management practices and farm systems that improve establishment of canola sown into high stubble loads in the Wimmera.
Optimisation and evaluation of an external trap as a mass trapping and monitoring device for small hive beetles	Agriculture Victoria Research	To develop a cost-effective and field-validated external trap for managing small hive beetles.
Perennial mixed pastures for improved productivity and reduced methane emissions in southern Australia	Agriculture Victoria Research	To design high performance, methane-mitigating multispecies pastures for the ovine industry.
Pilot study of the efficacy of unmanned aerial vehicles for monitoring rabbits.	Arthur Rylah Institute	To undertake a pilot study to determine the efficacy of an unmanned aerial vehicle to monitor rabbits by conducting tests of various platforms and camera arrays (thermal and visual) at a site with high rabbit densities.
PIPS 4 Profit - Optimising apple production systems	Agriculture Victoria Research	To develop apple orchards that have higher labour use efficiency, produce stable yields of high-quality fruit, use state-of-the-art technology to manage spatial and temporal variation, and collect objective eco credential data to support low environmental impact production systems.

Name of research and development activity	Conducted by	Purpose
PIPS 4 Profit - Pear production systems for future climates	Agriculture Victoria Research	To develop pear orchards that have higher labour use efficiency, produce stable yields of high-quality fruit and have the greatest potential for economic and sustainable benefit.
PIPS 4 Profit - Pest and disease management	Agriculture Victoria Research	To develop sustainable, cost-effective apple and pear pest and disease management practices adapted to suit Australian conditions.
Port Fairy landfills long term coastal adaptation plan	Alluvium Consulting	To develop a long-term coastal adaptation plan and business case for 2 landfill sites located in Port Fairy.
Port Phillip Bay Western Shoreline Regional and Strategic Partnership – Strategic adaptation support	Alluvium Consulting	To understand community and social values to inform adaptation planning and the development of a Coastal Hazard Adaptation and Resilience Plan for the Port Phillip Bay Western Shoreline.
Portsea coastal processes study and peer review	FSC Range	To update data and modelling of coastal processes for Portsea to identify a feasible cost effective option to manage erosion.
Predicting carbon-stock recovery after bushfires in fire-tolerant forests	University of Melbourne	To research the effects of fire on carbon-stock recovery in the fire-tolerant forests of Victoria.
Predicting nitrogen cycling and losses in Australian cropping systems - Augmenting measurements to enhance modelling	Agriculture Victoria Research	To improve knowledge of current nitrogen balance, cycling and loss processes and incorporate this knowledge into simulation models.
Priority economic opportunities enabled by the energy transition	EY	To identify a list of priority economic opportunities enabled by the energy transition.
Quantifying greenhouse gas emissions from the decomposition of crop residue	Agriculture Victoria Research	To develop best practice methods for quantifying field-based greenhouse gas emissions from crop residues for a range of different crop types and cropping systems.
Quantifying parameters for effective curtailment as a mitigation option for wind turbines – Year 1	Arthur Rylah Institute	To plan a curtailment trial and investigate bat activity in relation to weather variables, to inform the use of curtailment as a mitigation option to reduce the number of mortalities of bats due to collisions with wind turbines.
Quantitative review of the Ecosystem Resilience Program to inform a long-term monitoring strategy	Griffith University	To review DEECA's ecosystem resilience monitoring program to ensure that its sampling strategy for long-term monitoring is scientifically robust and adequate to inform fire management.
Recreational hunting of deer	Arthur Rylah Institute	To determine the effectiveness of recreational hunting as a tool for managing deer populations by examining the contribution of different types of recreational hunting for achieving both initial and ongoing deer reduction.
Reduced methane green cows	Agriculture Victoria Research	To develop an Australian 'methane efficiency' breeding value to be incorporated into a weighted index.
Reducing the economic impact of <i>Neospora</i> infection in the livestock industry	Arthur Rylah Institute	To develop a model to quantify the economic impact of <i>Neospora</i> infection in the livestock industry specific to Victorian conditions and evaluate the benefits of mitigation actions

Name of research and development activity	Conducted by	Purpose
Renewable Energy Wind Farm Project - Landcover and native vegetation extent for Victoria epochal and annual time series	Arthur Rylah Institute	To create datasets detailing how land cover is changing across Victoria.
Resilience rule change request to the Australian Energy Market Commission	Frontier Economics	To determine changes to the National Electricity Rules to help make the electricity grid more resilient to extreme weather events.
Riparian Intervention Monitoring Program 2024-25	Arthur Rylah Institute	To assess the condition of treatment and control (unmanaged) riparian land sites to determine the impact and effectiveness of riparian management.
Risks of potential emergency animal disease transmission between feral pigs and farmed livestock	Arthur Rylah Institute	To identify areas in Victoria where domestic piggeries are at high risk of potential disease transmission from or to, feral pig populations.
Seasonal status of pests and diseases delivered to growers	Agriculture Victoria Research	To facilitate the integration of surveillance and diagnostics of established pests and diseases of the Australian grains industry to provide growers with timely seasonal biotic stress levels.
Sentinel sites project	BMT	To establish representative locations along the Victorian coast (described as 'Sentinel sites') that will receive comprehensive monitoring of coastal change.
SMEC biomass study	SMEC	To assess the technical and economic potential for biomethane production in Victoria by identifying available feedstocks, estimating theoretical and commercially feasible biomethane volumes, evaluating production costs, and mapping spatial distribution.
Solar Homes program awareness - research and monitoring	Freeform Strategy	To evaluate consumer awareness, attitudes and perceptions towards Solar Homes Program rebates and loans among eligible audiences over time.
Spatialising biodiversity pathways for renewable energy developments	Arthur Rylah Institute	To explore DEECA's existing spatial tools and their application in supporting renewable wind energy policy and planning.
Species modelling including Habitat Distribution Models and analysis of uncertainty for fire and forest management 2023-24 and 2024-25	Arthur Rylah Institute	To provide additional species data for existing models such as the Fire Analysis Model for Ecological Values and Habitat Distribution Models supporting forest and fire management.
The Living Murray condition monitoring and large-bodied fish movement 2024-25	Arthur Rylah Institute	To conduct a condition monitoring survey in the Mallee catchment management authority region as part of The Living Murray program, as well as fish movement monitoring.
Stakeholder mapping and engagement planning to support regulations development	Nous Group	To develop a stakeholder mapping database and engagement plan to support engagement on regulations relating to the Animal Care and Protection Bill.

Name of research and development activity	Conducted by	Purpose
Standard mitigation continuation project	Arthur Rylah Institute	To update standard mitigations for reducing the risk of forest and fire management activities to values, informing future values assessments.
Statewide Ecosystem Resilience Monitoring Program: Final 4 ecological fire groups	University of Melbourne	To research the effects of fire, including both bushfire and planned-burning, on ecosystem resilience by assessing ecosystem resilience metrics across a key ecosystem, measure their effectiveness for guiding fire management, and provide data for models and tools used for decision making in relation to bushfire management across the state.
Statewide wave model	University of Melbourne	To produce a statewide high-resolution coupled wave-hydrodynamic model, including hindcast and future climate scenarios.
Strategic Management Prospects 2023-24	Arthur Rylah Institute	To update and enhance the Strategic Management Prospects tool, which is used across DEECA to inform investments in biodiversity conservation actions.
Streamlining diagnostics for horticultural seeds imported into Australia	Agriculture Victoria Research	To develop an adaptable, cost effective and quality assured molecular diagnostics system to detect and mitigate risk of introduction of regulated pathogens into Australian horticultural production systems on seed.
Streamlining risk assessment methods and criteria for applying alternative fire response models	Arthur Rylah Institute	To improve modelling of species' response to fire.
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.
The influence of non-burn fuel treatments on plant community composition, structure and fuels	Arthur Rylah Institute	To investigate and document the effects of non-burn fuel treatments by comparing the impacts of non-burn fuel treatments on vegetation structure and plant species composition.
The Living Murray Barmah-Millewa fish and crayfish condition monitoring 2024-25	Arthur Rylah Institute	To collect and report on condition of fish and crayfish populations in the Barmah-Millewa Murray River Icon site.
The Living Murray condition monitoring summer vegetation	Arthur Rylah Institute	To conduct vegetation surveys in the Mallee catchment management authority region as part of The Living Murray program.
The Living Murray Data Management	Arthur Rylah Institute	To curate data from The Living Murray program, develop new data standards, and analyse data to inform the management of Murray River floodplain, wetland, and riverine ecosystems.
The Living Murray program condition monitoring – Fish	Arthur Rylah Institute	To conduct fish surveys in the Mallee catchment management authority region as part of The Living Murray program.
The Living Murray turtle and frog condition monitoring Barmah-Millewa Forest 2024-25	Arthur Rylah Institute	To conduct a condition monitoring surveys for turtles and frogs in Barmah-Millewa Forest as part of The Living Murray program.

Name of research and development activity	Conducted by	Purpose
The use of 1080 and other methods for controlling European rabbits, feral pigs, red foxes, and unprotected dingoes and wild dogs in Victoria	Arthur Rylah Institute	To review the use of 1080 pesticide and other methods for controlling European rabbits, feral pigs, red foxes, unprotected dingoes and wild dogs in Victoria.
Traits consolidation 2024-25	Arthur Rylah Institute	To collate a comprehensive dataset of Victorian species traits into a central relational database where they can be used to inform species modelling and emergency management actions.
Trialling the field efficacy of cyprinid herpesvirus 3 under controlled conditions	Arthur Rylah Institute	To investigate the use of a carp virus as a biocontrol agent to help manage non-native carp populations in Australia.
Understanding risks and mitigation measures for key species of concern from offshore wind developments	Arthur Rylah Institute	To create a framework to identify key species of concern from offshore wind farm developments, undertake risk assessments for a suite of species and/or species groups that use the marine environment and identify priority conservation actions for key species.
Understanding the impacts of waterlogging on barley, canola and faba bean	Agriculture Victoria Research	To investigate, quantify and model the effects of anaerobic stress on growth, development and yield of barley, canola and faba bean, and scenarios for avoiding severe waterlogging and for accelerating recovery through nitrogen management.
Vegetation sampling to assess management effectiveness	Arthur Rylah Institute	To undertake vegetation sampling across areas treated for weeds and pests and matched control (untreated) areas, to assess the impacts of these treatments on vegetation.
Victorian Coastal Cliff Assessment - Stage 2a	Tonkin and Taylor	To deliver updated Victorian coastal cliff shoreline classification spatial data.
Victorian Energy Upgrades (VEU) market review	MarketWise Solutions	To review and evaluate the Victorian Energy Efficiency Certificate market design and architecture to understand opportunities to improve market functioning.
Victorian Energy Upgrades (VEU) strategic review legislative impact assessment	Deloitte	To assess the legislative impacts of draft recommendations that support amendments to the <i>Victorian Energy Efficiency Target Act 2007</i> as part of the VEU strategic review.
Victorian Energy Upgrades (VEU) strategic review metrics analysis	ERM Australia	To explore options for a new Victorian energy efficiency certificates (VEEC) metric and secondary metrics to support VEU program objectives including energy savings and bill reductions.
Victorian Energy Upgrades (VEU) targets analysis	Oakley Greenwood	To assess the Victorian Energy Upgrades targets setting process and methodology to inform optimum targets for the Victorian Energy Upgrades program.
Victorian Environmental Flows Monitoring and Assessment Program fish long-term monitoring: Annual fish condition monitoring and the assessment of trends in fish population demographics	Arthur Rylah Institute	To collect data and report on the condition and trends of native fish populations in priority regulated rivers of Victoria.

Name of research and development activity	Conducted by	Purpose
Victorian Murray Floodplain Restoration Project - 2023-24 monitoring	Arthur Rylah Institute	To conduct baseline monitoring surveys within the Mallee catchment management authority region to evaluate priority ecological attributes that are expected to benefit from proposed flood management.
Victorian Murray Floodplain Restoration Project - 2024-25 monitoring	Arthur Rylah Institute	To conduct baseline monitoring surveys within the Mallee catchment management authority region to evaluate priority ecological attributes that are expected to benefit from proposed flood management.
Victorian renewable gas cost benefit analysis and state impact assessment	Oakley Greenwood	To undertake cost benefit analysis modelling to understand the range of potential economic costs and benefits associated with adopting different renewable gas targets under a mandated renewable gas scheme, and model the impact that a scheme with various targets would have on a range of different customers.
Victoria's Climate Science Report 2024	CSIRO, Bureau of Meteorology and others	To summarise the best available scientific evidence on Victoria's climate including climate projections.
Victoria's irreplaceable marine biotopes: Guidance	Australian Marine Ecology	To develop a statewide dataset and criteria to identify and classify irreplaceable marine biotopes.
Virtual Power Plant social research services	Quantum Market Research	To undertake an assessment of Solar Victoria's Virtual Power Plant Pilot Program outcomes, based on consumer experiences.
Virtual Power Plant technical research services	Centre for New Energy Technologies (C4NET), RMIT University	To evaluate the operation and performance of Virtual Power Plant providers who participated in Solar Victoria's Virtual Power Plant Pilot Program.
Waste soil management sector analysis and planning to support infrastructure delivery and economic growth	Arcadis	To develop a waste spoil projection model from infrastructure projects and assess the sector's capacity to treat, re-use and dispose of waste soils and spoils.
Waterbird monitoring to support Basin Plan Matter 8 reporting	Arthur Rylah Institute	To assess and report on the condition and trends of waterbird communities in priority wetlands that receive environmental water in northern Victoria.
Wetland Monitoring and Assessment Program for environmental water (WetMAP) waterbird tracking	Arthur Rylah Institute	To track movements of threatened waterbirds in Victoria to inform environmental water management, especially with respect to promoting waterbird breeding at wetlands that receive environmental water allocations.
Wetland understorey vegetation surveys 2024-25	Arthur Rylah Institute	To monitor the response of wetland understorey vegetation following environmental water deliveries at priority wetlands throughout Victoria.
Whole microbiome sequencing and milk mid-infrared as proxies for ruminant methane emissions	Agriculture Victoria Research	To assess the accuracy of milk mid-infrared spectroscopy as a proxy for predicting methane emissions, and develop an affordable methane measuring device for highly accurate in-paddock and in-milking shed measurements.
Zero Net Emissions Agriculture Cooperative Research Centre	Agriculture Victoria Research	To develop solutions for low-emissions broad-acre and horticultural systems, as well as reduce emissions in cattle and sheep via the reduction of enteric methane.

g) Details of overseas visits funded by the department including a summary of the objectives and outcomes of each visit

Title of Officer	Destination	Objective/s	Outcomes
Principal Research Scientist, Arthur Rylah Institute	United Kingdom	Attend and present at the 2nd International Eel Science Symposium.	- Strengthened Victoria's knowledge base on contemporary methods for studying eel migration and conservation. - Promoted DEECA's research in Australian eel migration. - Established relationships with globally recognised research experts in eel migration and conservation.
Two Scientists, Wildlife Ecology, Arthur Rylah Institute	Malaysia	Attend and present at the 10th World Congress of Herpetology.	- Promoted DEECA's research in addressing the underlying causes of turtle declines and the benefits of this research in directing future management activities. - Promoted DEECA's coordinated approach using complementary data from multiple programs to monitor water-dependent biota in the Murray-Darling Basin and its internationally significant wetlands. - Established relationships with international researchers, facilitated knowledge and data sharing, networking and collaboration.
Team Leader, Exploration Geoscience Information Geologist Development	Canada	Represent Victoria at the Premier Mineral Exploration and Mining Convention 2025.	- Promoted Victoria's mineral resources to key international investors, explorers and stakeholders. - Promoted Victoria's mineral exploration investment opportunities, including critical minerals opportunities to key decision makers.

Title of Officer	Destination	Objective/s	Outcomes
Senior Biosecurity Officer Livestock	Timor Leste	- Undertake field-based surveillance activities to detect and monitor African Swine Fever. - Gain first-hand experience in responding to post border exotic threats to Australian agricultural industries including African Swine Fever.	- Increased Victoria's knowledge base and capacity in responding to post border exotic threats to help protect Australia's northern boundary from animal disease incursions. - Gained experience in the surveillance, detection and containment of African Swine Fever disease transmission between pigs in Timor Leste.
Leading Animal Health Officer Animal Welfare			
Emergency Preparedness and Development Officer			
Principal Veterinary Officer Disease Surveillance			
Chief Executive Office, Mine Land Rehabilitation Authority ¹	Germany	Collaborate with staff from East German mines to exchange knowledge on brown coal mine rehabilitation practices.	- Enhanced understanding of shared and unique challenges associated with brown coal mine rehabilitation across different regions. - Established a network of industry contacts capable of providing expert guidance on mine closure and rehabilitation strategies. - Strengthened regional collaboration with stakeholders in the Hunter Region, New South Wales, fostering mutual support and shared learning on coal mine closure issues.

Notes:

- The following entities are combined into DEECA's FRD22 disclosures pursuant to a determination made by the Assistant Treasurer under section 53(1)(b) of the *Financial Management Act 1994*.
 - Rural Assistance Commission
 - Mine Land Rehabilitation Authority

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 (including GST)
Put the sun to work	Advertising to promote rebates and interest-free loans available under the Victorian Government's Solar Homes Program for the installation of solar panels, batteries and energy-efficient hot water systems at Victorian homes and rental properties.	\$1,118,550
Drought support program	Advertising to create awareness of Victorian government drought support programs, including grants.	\$179,337
Solar Victoria sponsorships and event partnerships	Sponsorship events to facilitate 2-way conversations and enhance awareness of the rebates offered through the Solar Homes program.	\$132,592
Landcare magazine	Victorian Landcare and Catchment Management magazine to raise awareness about Landcare and natural resource management issues, and the achievements of the Landcare and environmental volunteer community.	\$114,432
Planned burning awareness campaign	Advertising to increase awareness of planned burning and inform the public on how to receive notifications through the Planned Burns Victoria website.	\$82,499
Draft Victorian Transmission Plan	Advertising to support community participation in engagement sessions and online engagement activities related to the Draft 2025 Victorian Transmission Plan.	\$79,200
Offshore wind social licence	Advertising to raise awareness, educate and build social licence for offshore wind development in Gippsland, by directing community members to the updated Offshore Wind Energy Victoria website and providing resources on offshore wind development.	\$50,000
Offshore wind transmission project - study area refinement	Advertising to support Gippsland community participation in engagement sessions focused on refining the study area for the Gippsland offshore wind transmission project.	\$26,400
Energy efficient, all electric and 7-star home construction training programs	Advertising to promote awareness and encourage registrations for the Net Zero Homes online training program, aimed to equip industry with the knowledge and skills needed to design and construct energy-efficient homes in Victoria.	\$22,000
VicGrid projects and programs	Advertising to promote subscription to new communication channels providing information about forthcoming VicGrid projects and programs.	\$21,083

Activity	Description	Cost (including GST)
National Livestock Identification System - property-to-property transfers	Advertising to remind livestock producers and smallholders of their obligation to report property-to-property transfers on the National Livestock Identification System database within 2 days of livestock arrival at their property.	\$20,000
Offshore wind transmission project - Environmental Effects Statement scoping	Advertising to support Gippsland community participation in engagement sessions and online engagement activities related to the draft Environmental Effects Statement scoping requirements process.	\$16,499
Forestry Transition Fund	Advertising to create awareness for the Forestry Transition Fund – Round 2.	\$14,488
'Wildlife Crime: it's your call' campaign in partnership with Crime Stoppers	Advertising to educate the Victorian community on recognising wildlife and environmental offences, recording useful details, and reporting incidents to Crime Stoppers.	\$10,000
Forestry Transition Program	Advertising to provide information about financial and social supports to native timber workers, businesses and community following the end of native timber harvesting in Victoria.	\$5,281

i) Details of assessment and measures undertaken to improve the occupational health and safety of employees, not otherwise detailed in the report of operations

Details of initiatives undertaken to improve the health, safety and wellbeing of employees are included in the DEECA Annual Report 2024-25 - Report of Operations, under the Our People section, which is available at www.deeca.vic.gov.au.

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

A general statement on industrial relations within the department is included in the DEECA 2024-25 Annual Report, under the Our People section, which is available at www.deeca.vic.gov.au.

	Time lost (person days)
Workplace injuries	In 2024-25, 56 claims lodged with DEECA's Workcover insurer involved lost time. This resulted in a total of 2,304 days lost due to workplace injuries.
Industrial disputes	The department recorded one work stoppage through protected industrial action undertaken by Australian Workers' Union members during enterprise bargaining in 2024-25 resulting in a total of 0.5 hours lost for 347 employees, totalling 173.5 hours or 22.8 days lost.

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 2024-25.

Committee	Purpose	Extent of purpose achieved in 2024-25
Executive Board	The DEECA Executive Board is responsible for leading the governance and stewardship of the department. It supports the Secretary's decision-making by providing strategic advice and assurance regarding the department's overall performance, overseeing the delivery of key projects, programs and enterprise-wide systems, managing risk, establishing workforce policies and setting the tone for DEECA's culture.	The Board: • endorsed business plans and monitored performance across major infrastructure, flagship and priority projects and services, ensuring alignment with the Victorian Government's objectives, priorities and budget decisions, while delivering measurable outcomes • endorsed strategies and initiatives to progress Aboriginal self-determination, strengthening community relationships and advancing treaty and reconciliation goals • endorsed policies and strategies to foster a safe and respectful workplace, support workload sustainability, and address negative behaviours, promoting a positive organisational culture • endorsed a range of actions to improve emergency management capability, capacity, and business preparedness, enhancing resilience and readiness across the department • provided coordination and stewardship of DEECA's emergency management responses across multiple portfolios • provided stewardship and oversight of the department's contribution to the Victorian Government's economic growth agenda • considered policy issues at the intersection of multiple portfolios to provide an aligned departmental position • endorsed changes to departmental systems, processes and operating models to improve efficiency, support workload management, and achieve budget savings, aligning with organisational sustainability and financial goals • revised the DEECA Executive Board's Terms of Reference, meeting modes, cadence, and Committee structure, enhancing governance and decision-making effectiveness.

Committee	Purpose	Extent of purpose achieved in 2024-25
Aboriginal Self-Determination and Treaty Committee	The Aboriginal Self-Determination and Treaty Committee drives a One-DEECA approach to enabling Self-Determination and supporting Treaty, by enabling policy and system reform initiatives on behalf of the Secretary and the DEECA Executive Board.	The Aboriginal Self-Determination and Treaty Committee met 4 times during 2024-25. The committee: - continued to advance Self-Determination across DEECA through system and process improvements, and monitoring and evaluation of deliverables against Pupangarli Marnmarnepu 'Owning our Future' - Aboriginal Self-Determination Reform Strategy - supported the functioning of Self-Determination subcommittees across DEECA's groups - supported implementation of DEECA's Pathway towards an Indigenous Data Sovereignty Policy - oversaw DEECA's engagement with the Yoorrook Justice Commission, focusing on truth-telling and addressing historic land injustices - oversaw implementation of DEECA's Whole-of-Victorian Government Treaty model process to support statewide Treaty negotiations.
Biodiversity Stewardship Committee	The Biodiversity Stewardship Committee approves and oversees the delivery of the 5-year business/implementation plan for Biodiversity 2037, with a focus on flagship programs and ensures a partnership with Traditional Owners in managing biodiversity on Country.	The Biodiversity Stewardship Committee met 2 times during 2024-25. The committee: - provided strategic advice on the monitoring and evaluation of progress towards achieving the targets of Biodiversity 2037 - discussed the first Global Nature Positive Summit in Sydney held on 8-10 October 2024 and opportunities to leverage investment from private industry and philanthropy - considered the Land Use, Land Use Change and Forestry (LULUCF) contribution to helping Victoria to meet its emission reduction targets by 2045 - monitored preparations for the potential impacts of H5N1 high pathogenicity avian influenza - considered biodiversity issues related to renewable energy projects and the work being done to support the energy transition to meet the legislated emission reduction targets - endorsed a new approach to biodiversity investment to gain efficiencies, better utilise place-based and landscape-scale management, incorporate nature positive concepts and improve the public-private land interface.

Committee	Purpose	Extent of purpose achieved in 2024-25
Data and Technology Stewardship Committee	The Data and Technology Stewardship Committee leads and oversees 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 4 times in 2024-25. The Committee: • endorsed a proposal to align DEECA's cyber security controls with the Australian Signals Directorates Essential 8 controls • oversaw the operations of DEECA's cybersecurity controls and maturity level • considered the findings, benefits and risks of DEECA's pilot of generative AI and endorsed an extension until December 2025 • noted status updates of DEECA's ICT project portfolio.
Distributed Energy Resources Stewardship Committee	The Distributed Energy Resources Stewardship Committee monitors progress on electrification, energy efficiency and the uptake of related distributed energy resources and seeks to ensure that critical enablers are in place to support the transition of the distribution network, while maintaining affordability and accessibility. The committee oversees intersections in energy programs, policies and initiatives and identifies opportunities and needs for alignment and coordination. It also identifies and manages key risks and issues in relation to consumer protections, regulation, compliance and enforcement, and to the uptake and delivery of electrification, energy efficiency and distributed energy resources.	The Distributed Energy Resources Stewardship Committee met 6 times in 2024-25. The committee: • established a data-driven dashboard to enable identification of trends and emerging risks related to electrification, energy efficiency and distributed energy resources uptake and relevant programs and policies • supported integrated policy development related to electric vehicle charging, the strategic review of the Victorian Energy Upgrades program, distributed energy resources market integration, and consumer protections • shared insights to stakeholder views and consumer experience, supporting comprehensive policy development and targeted communication and education • addressed key priorities of the distributed energy resources transition, including: – skills and workforce development – strengthening public awareness of available programs and cost-saving opportunities – improving safety and compliance of battery and appliance installations – integrated approaches to emerging policy – consumer behaviour and experiences.

Committee	Purpose	Extent of purpose achieved in 2024-25
Emergency Management Stewardship Committee	The Emergency Management Stewardship Committee oversees the delivery of DEECA's emergency management policy, strategic and operational frameworks and systems, and ensures that the Secretary and the Executive Board have clear line of sight of the department's emergency management activities, including all Class 1 and Class 2 emergencies.	The Emergency Management Stewardship Committee met 13 times in 2024-25, including 9 extraordinary meetings to discuss unfolding emergencies. The committee: - provided timely information and strategic advice in response to significant and concurrent emergencies – such as the 2024-25 Grampians (Gariwerd) and Little Desert bushfires – to support the management of resourcing pressures, mitigation strategies and prioritisation - provided oversight and endorsement of key emergency management plans, frameworks and reports including the One-DEECA Recovery model, Exercise Consilium Evaluation Report, and completed the development of a roadmap to uplift DEECA's emergency management capability and capacity - supported reporting, information sharing, organisational support and resource planning across bushfires, biosecurity, and other Class 2 emergencies for which DEECA is responsible for and relevant recovery activities.
Energy Transition Stewardship Committee	The Energy Transition Stewardship Committee monitors the overall health of the large-scale energy transition, provides strategic policy direction on delivering energy infrastructure, and supports management of trade-offs between portfolios or local and statewide outcomes. The committee focuses on negotiating solutions for energy projects, which may include government objectives with natural tension; agreeing and prioritising issues for collaboration and resolution; and providing consistent guidance for the investigation and implementation of agreed solutions. The committee supports a flow of information between regions and the centre of DEECA.	The Energy Transition Stewardship Committee met 8 times in 2024-25. The committee: - improved visibility of critical planning and energy interactions for government, to support project and precinct development - supported policy development on key technologies and topics, including energy storage, renewable energy infrastructure, and waste-to-energy projects - identified, monitored and actively engaged on emerging issues to mitigate risks to project delivery, including a focus on community support - considered approaches for community and stakeholder engagement on key issues, including transmission planning and managing biodiversity impacts of renewable energy projects - monitored interactions and interdependencies with Commonwealth schemes and policies.
Executive Staffing and Remuneration Committee	The Executive Staffing and Remuneration Committee ensures a fair and equitable approach to the employment and remuneration at the Senior Executive Service, Principal Scientist and Senior Technical Specialist classifications. The committee considers and oversees the movement of the executive workforce, including monitoring recruitment to executive roles, executive role creation and contract renewals.	The Executive Staffing and Remuneration Committee met 9 times in 2024-25. In addition to performing its core function, the committee commissioned and oversaw a range of strategic executive workforce priorities and programs including: - a voluntary survey distributed to all executives to gather insights into the experience of DEECA's executive workforce particularly those with diverse and intersecting identities - development of a DEECA-specific induction for new executives.

Committee	Purpose	Extent of purpose achieved in 2024-25
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.	In 2024-25, the Finance and Procurement Committee met 10 times. The committee provided a consistent governance approach to the: - department's monthly monitoring of financial and procurement performance and risks - annual budget and financial statements preparation - updating of financial policies. Key focus areas for 2024-25 included: - the annual attestation of the department's compliance with the Asset Management Accountability Framework - leading the department's compliance with Victorian Government Purchasing Board requirements - providing strategic guidance on DEECA led finance and procurement reforms.
People and Culture Committee	The People and Culture Committee leads, oversees and optimises DEECA's organisational culture and strategic people capability to achieve the department's strategic outcomes in a way that promotes the responsible stewardship of DEECA's 5 organisational pillars.	The People and Culture Committee met 2 times in 2024-25. The committee: - endorsed and oversaw activities funded by the Organisational Development levy in 2024-25 - reviewed and endorsed implementation approaches for DEECA's Leadership Program (Phase 3) - participated in deliberations that informed organisational culture, leadership capability, workload sustainability, ways of working, strategic workforce planning and people-related risk management.
Risk and Audit Committee	The Risk and Audit Committee provides independent assurance to the Secretary that the department's risk and control environment is operating effectively and efficiently. The committee enhances governance practices by independently reviewing and assessing the effectiveness of key aspects of an agency's operations. The Risk and Audit Committee is established under the <i>Financial Management Act 1994</i> , in accordance with the Standing Directions of the Minister for Finance. The Risk and Audit Committee 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.	The Risk and Audit Committee met 6 times in 2024-25. The committee: - approved and oversaw implementation of its 3-year internal audit plan - approved and advised the Secretary on internal audit findings - assessed and advised the Secretary on the Victorian Auditor-General's Office (VAGO) financial and performance audit findings - reviewed and advised the Secretary on DEECA's: - compliance with the <i>Financial Management Act 1994</i> and the Standing Directions and the associated instructions - routine finance reports, and DEECA's 2023-24 Annual Financial Statements, and finance, risk, and insurance attestations - risk appetite and risk culture - implementation of the Risk Management Framework - implementation of the integrity program - strategies for managing business continuity risks - responses to recommendations from internal audit and VAGO financial and performance audits.

Committee	Purpose	Extent of purpose achieved in 2024-25
Safety and Wellbeing Committee	The Safety and Wellbeing Committee leads and oversees 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 2 times in 2024-25. The committee: • endorsed and oversaw activities funded by the Safety and Wellbeing and WorkCover levies in 2024-25 • considered and endorsed the recommendations from the Emergency Vehicle Safety Study Final Summary Report by Monash University Accident Research Centre • considered new safety and wellbeing management plan templates and associated guidance developed and implemented in response to findings from a safety operating model review • participated in deliberations on psychological health regulations, claims management and early intervention programs and services.

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.

Details of consultancies (valued at \$10,000 or greater) are listed below. The full list of all consultancies and contractors is available on request from the DEECA Customer Contact Centre on 136186, or via email customer.service@deeca.vic.gov.au.

Supplier name	Purpose of consultancy	Total approved project fee (excl. GST)	Expenditure 2024-25 (excl. GST)	Future expenditure (excl. GST)
KPMG Australia	Commercial and financial advisory services - VicGrid	\$37,840,000	\$24,332,285	\$13,507,715
EY	Commercial advisory services - VicGrid	\$45,545,455	\$20,612,529	\$22,604,769
AECOM Australia Pty Ltd	Technical advisory services - VicGrid	\$85,000,000	\$7,087,711	\$77,912,289
The Boston Consulting Group Pty Ltd	Commercial advisory services - Offshore Wind program	\$5,570,000	\$4,875,237	\$694,763
Jacobs Group (Australia) Pty Ltd	Technical advisory services - VicGrid	\$7,428,318	\$3,781,973	\$421,984
GHD Pty Ltd	Technical advisory services - Offshore Wind program	\$5,193,384	\$2,587,916	\$2,605,468
Deloitte Consulting Pty Limited	Technical advisory services - Victorian Water Register	\$13,247,115	\$2,241,032	\$0
The Boston Consulting Group Pty Ltd	Commercial advisory services - Offshore Wind program	\$3,720,000	\$2,080,000	\$1,640,000
McKinsey & Company	Advisory services - Energy transition	\$1,343,750	\$1,343,750	\$0

Supplier name	Purpose of consultancy	Total approved project fee (excl. GST)	Expenditure 2024-25 (excl. GST)	Future expenditure (excl. GST)
Scyne Advisory Pty Ltd	Commercial and financial advisory services - Water security	\$1,998,323	\$1,046,492	\$951,831
KPMG Australia	Commercial advisory services - Offshore Wind program	\$2,458,686	\$829,084	\$0
Kordamentha Pty Ltd	Advisory services - Review of Statutory Entities	\$659,109	\$616,374	\$42,734
Corrs Chambers Westgarth Sol	Legal advisory services - Water and catchments projects	\$4,935,939	\$530,826	\$3,063,386
WSP Australia Pty Ltd	Technical advisory services - Offshore Wind program	\$828,299	\$525,553	\$302,747
Sequana Partners Pty Ltd (Company)	Advisory services - Bendigo Mine Water project	\$2,975,437	\$440,915	\$1,065,531
Nous Group	Commercial advisory services - Circular economy	\$530,084	\$438,084	\$92,000
Scyne Advisory Pty Ltd	Advisory services - Energy safety	\$537,144	\$416,800	\$120,344
KPMG Australia	Financial advisory services - Offshore Wind program	\$3,450,033	\$413,742	\$3,036,291
EY	Advisory services - Energy projects	\$545,455	\$412,640	\$132,815
GHD Pty Ltd	Technical, engineering, planning and environment advisory services - Water and catchments projects	\$493,357	\$375,298	\$0
DNV Australia Pty Ltd	Advisory services - Offshore Wind program	\$365,081	\$351,721	\$13,360
Endgame Economics Pty Ltd	Commercial advisory services - Energy transition and strategy	\$636,364	\$312,696	\$0
Scyne Advisory Pty Ltd	Financial and commercial advisory services - Energy projects	\$410,637	\$302,552	\$108,085
Sequana Partners Pty Ltd (Company)	Advisory services - Broken System Reconfiguration Feasibility Study	\$1,457,440	\$293,407	\$0
NRI Australia Limited	General business advisory services - Departmental procurement	\$274,031	\$274,031	\$0
KPMG Australia	Advisory services - Superannuation reconciliation	\$943,776	\$265,000	\$837
The CIE - Centre For International Economics	Technical advisory services - Circular economy	\$297,342	\$237,261	\$29,999
EY	Advisory services - Aviation supply chain risk analysis	\$343,409	\$229,000	\$0
RMIT University	Advisory services - Local Development Strategy	\$690,461	\$223,211	\$0
Atticusnow Pty Ltd	Advisory services - Victorian Wine Strategy development	\$318,182	\$221,227	\$1,500
DNV Australia Pty Ltd	Advisory services - Offshore Wind program	\$273,990	\$213,274	\$60,716

Supplier name	Purpose of consultancy	Total approved project fee (excl. GST)	Expenditure 2024-25 (excl. GST)	Future expenditure (excl. GST)
KPMG Australia	General business advisory services - Legal and Legislation	\$199,296	\$199,296	\$0
Frontier Economics	Commercial and financial advisory services - Water and catchments projects	\$329,679	\$198,527	\$41,803
FTI Consulting (Australia) Pty Ltd	Economic advisory services - Victorian Energy Jobs Program	\$181,423	\$181,423	\$0
EY	Commercial advisory services - Mine rehabilitation	\$230,955	\$176,944	\$54,011
ERM Australia Consultants Pty Ltd	Advisory services - Victorian Energy Upgrades strategic review	\$178,270	\$171,648	\$6,622
KPMG Australia	Advisory services - Victorian Recycling Infrastructure Plan	\$169,992	\$169,972	\$0
Deloitte Touche Tohmatsu	Advisory services - Regulatory Impact Statement for Electricity Safety Regulations	\$162,234	\$162,233	\$0
Price Waterhouse Coopers	Commercial advisory services - Independent Monitor Portland Smelter	\$484,800	\$161,600	\$0
Nous Group	Advisory services - Implementation of the <i>Mineral Resources (Sustainable Development) Amendment Act 2023</i>	\$370,909	\$161,000	\$209,909
Deloitte Touche Tohmatsu	Commercial advisory services - Electrification, efficiency and safety	\$654,645	\$150,000	\$0
Jacobs Group (Australia) Pty Ltd	Technical advisory services - VicGrid	\$863,636	\$149,100	\$17,615
Arup Australia Pty Limited	Advisory services - Water and catchments projects	\$171,201	\$147,199	\$24,002
Zenith Consulting Pty Ltd	Commercial advisory services - Powerline Bushfire Safety Program	\$904,000	\$145,060	\$336,315
BDO Services Pty Ltd	Advisory services - Victorian resources royalties regime	\$143,000	\$143,000	\$0
Echelon Planning Pty Ltd	Advisory services - Great Ocean Road strategic framework plan	\$496,710	\$140,482	\$356,228
KPMG Australia	Advisory services - Power Saving Bonus and Community Outreach Program	\$139,144	\$139,144	\$0
Grant Thornton Australia Ltd	Financial advisory services - Offshore Wind program	\$250,000	\$138,921	\$111,079
Oakley Greenwood Pty Ltd	Advisory services - Industrial Renewable Gas Guarantee	\$138,065	\$138,065	\$0
Water Technology Pty Ltd	Advisory services - Inverloch Surf Beach	\$157,659	\$131,051	\$26,608

Supplier name	Purpose of consultancy	Total approved project fee (excl. GST)	Expenditure 2024-25 (excl. GST)	Future expenditure (excl. GST)
Deloitte Touche Tohmatsu	Advisory services - Melbourne Strategic Assessment Environment Mitigation Levy review	\$453,540	\$124,222	\$147,500
Worley Consulting Pty Ltd	Commercial advisory services - Energy projects	\$477,757	\$123,674	\$131,413
Strategic Project Partners	Advisory services - Agriculture Victoria metrics	\$113,793	\$113,793	\$0
Jacobs Group (Australia) Pty Ltd	Commercial advisory services - Energy market analysis	\$214,591	\$113,602	\$56,730
Ken Kanofski Advisory Pty Ltd	Advisory services - Offshore Wind program	\$252,000	\$111,532	\$140,468
Deloitte Touche Tohmatsu	Advisory services - Agriculture Sector Emissions Reduction Pledge evaluation	\$111,241	\$111,241	\$0
EY	Commercial advisory services - Energy projects	\$612,812	\$109,687	\$0
Oakley Greenwood Pty Ltd	Advisory services - Victorian Energy Upgrades targets	\$106,447	\$106,447	\$0
EY	Economic advisory services - Energy transition	\$284,175	\$106,138	\$178,037
Blue Sense Consulting Pty Ltd	Advisory services - Catchment Management Authority water quality monitoring/modelling	\$131,760	\$105,126	\$0
Clear Horizon Consulting Pty Ltd	Advisory services - Forestry Transition program	\$445,186	\$102,669	\$342,517
Water Technology Pty Ltd	Advisory services - Inverloch Surf Beach	\$100,013	\$100,013	\$0
AW Maritime Pty Ltd	Technical advisory services - Coastal protection	\$95,544	\$95,544	\$0
EY	Advisory services - Victorian agriculture emissions	\$439,920	\$95,160	\$0
Hall & Partners	Advisory services - Market research to support effective urban water security programs	\$148,670	\$90,000	\$58,670
Claire Scott Planning	Advisory services - Great Ocean Road	\$354,545	\$84,082	\$0
Colour & Movement Consulting	Advisory services - Basin Plan	\$151,900	\$83,000	\$1,803
Sapere Research Group Ltd	Advisory services - Legislative Impact Assessment for biosecurity enhancement legislative reform	\$106,359	\$82,428	\$23,931
Alluvium	Advisory services - Port Phillip Bay	\$81,976	\$81,976	\$0

Supplier name	Purpose of consultancy	Total approved project fee (excl. GST)	Expenditure 2024-25 (excl. GST)	Future expenditure (excl. GST)
BMT Commercial Australia Pty Ltd	Professional advisory services - Coastal Protection Structures Risk Management Process	\$81,815	\$81,815	\$0
Nous Group	Advisory services - Forestry functions	\$80,000	\$80,000	\$0
Bluesphere Environmental Pty Ltd	Advisory services - Woodvale Ponds	\$384,312	\$79,483	\$98,907
ATC Williams Pty Ltd	Advisory services - Kangaroo Flat former mine site	\$136,364	\$78,851	\$57,512
BMT Commercial Australia Pty Ltd	Professional advisory services - Coastal protection assets	\$83,837	\$77,973	\$5,864
FSC Range	Advisory services - Portsea	\$193,934	\$75,482	\$118,451
Aurecon Australasia Pty Ltd	Technical advisory services - Marinus Link	\$909,091	\$73,660	\$618,964
Marketwise Solutions Pty Ltd	Advisory services - Victorian Energy Efficiency Certificate market	\$134,400	\$72,241	\$62,159
Grosvenor Management Consulting Pty Ltd	Advisory services - Review response to the Yallourn emergency incident	\$89,824	\$71,859	\$17,965
Stefanie Maree Bradley	Advisory services - Bushfire and Forest Services learning and development review	\$105,000	\$71,520	\$33,480
Sapere Research Group Ltd	Advisory services - Regulatory Impact Statement for Domestic Animal Regulations 2025	\$94,956	\$70,525	\$24,432
LitePC Technologies Pty Ltd	Technical advisory services - Statewide Stream Condition Assessment project	\$89,000	\$70,000	\$19,000
Sequana Partners Pty Ltd (Company)	Advisory services - Irrigation district infrastructure utilisation in northern Victoria	\$75,550	\$69,216	\$6,334
Jost & Co	Advisory services - Water and catchments projects	\$212,462	\$68,554	\$30,045
David Caple & Associates Pty Ltd	Advisory services - Guideline for emergency workers	\$146,644	\$66,323	\$80,322
Ahmu Consulting Pty Ltd	Advisory services - Delatite Arm Reserve reforestation	\$77,273	\$64,406	\$12,867
Frontier Economics	Advisory services - Review of water corporations	\$214,532	\$64,359	\$150,172
Water Technology Pty Ltd	Advisory services - Barwon South West	\$64,012	\$64,012	\$0

Supplier name	Purpose of consultancy	Total approved project fee (excl. GST)	Expenditure 2024-25 (excl. GST)	Future expenditure (excl. GST)
Delcerra	Commercial advisory services - Victorian Desalination Project	\$227,273	\$63,765	\$148,298
Utilities Regulation Advisory Pty Ltd	Advisory services - Integrated Water Management projects	\$119,840	\$62,916	\$56,924
BDO Services Pty Ltd	Advisory services - Departmental operations	\$67,240	\$62,728	\$4,512
KPMG Australia	Advisory services - Victoria's Fruit Fly Strategy Regional Grants program	\$60,744	\$60,744	\$0
BMT Commercial Australia Pty Ltd	Advisory services - Coastal construction	\$66,518	\$60,074	\$6,444
Deloitte Touche Tohmatsu	Advisory services - Victorian agricultural sector evaluation	\$301,967	\$59,967	\$0
Frontier Economics	Advisory services - Salinity impact charges	\$68,847	\$58,847	\$10,000
First Person Consulting	Advisory services - Community Microgrids and Sustainable Energy Program	\$56,900	\$56,900	\$0
Working Smarter	General business advisory services - People and Culture	\$84,700	\$55,917	\$28,783
KPMG Australia	General business advisory services - Arthur Rylah Institute business services	\$55,620	\$55,620	\$0
HARC Services Pty Ltd	Advisory services - Water resource modelling	\$111,191	\$54,446	\$0
Nous Group	Technical advisory services - Victorian recycling infrastructure capacity modelling updates	\$295,333	\$51,600	\$243,733
ACIL Allen Consulting Pty Ltd	Advisory services - Energy project evaluation	\$63,760	\$51,008	\$0
With Purpose Consulting	Advisory services - Victoria's Water Compliance Regulatory Framework	\$49,500	\$49,500	\$0
Scolexia Pty Ltd	Technical advisory services - Highly Pathogenic Avian Influenza (HPAI) 2024 and 2025	\$49,464	\$49,464	\$0
Nation Partners Pty Ltd	Advisory services - Liwik Barring program	\$48,450	\$48,450	\$0
Jacobs Group (Australia) Pty Ltd	Advisory services - Environmental Contribution Tranche 5 evaluation	\$158,435	\$47,165	\$0
Arcadis Australia Pacific Pty Ltd	Technical advisory services - South East Metropolitan Advanced Waste Processing procurement	\$685,703	\$47,140	\$179,838
Campbell Fitzpatrick	Advisory services - Victorian Murray floodplain restoration	\$227,273	\$46,977	\$85,340

Supplier name	Purpose of consultancy	Total approved project fee (excl. GST)	Expenditure 2024-25 (excl. GST)	Future expenditure (excl. GST)
Scyne Advisory Pty Ltd	Financial and commercial Advisory services - Victorian renewable energy sector	\$45,455	\$45,455	\$0
GHD Pty Ltd	Advisory services - Urban Water Strategy and Drought Preparedness Guidelines	\$44,787	\$44,787	\$0
NRI Australia Limited	Advisory services - Great Ocean Road Coastal Trail	\$48,620	\$44,200	\$4,420
Frontier Economics	Advisory services - Expansion of mandated urban stormwater management requirements feasibility assessment	\$272,725	\$44,198	\$0
Monash University	Advisory services - Analysis of Victorian estuary Chlorophyll a data	\$44,182	\$44,182	\$0
Aither Pty Ltd	Advisory services - Urban Water Strategy and Drought Preparedness Guidelines	\$43,993	\$43,993	\$0
Graeme Kenneth Turner	Advisory services - Murray water entitlement	\$83,636	\$42,804	\$28,048
ITP Renewables	Technical advisory services - Commercial and industrial solar systems	\$41,186	\$41,186	\$0
Quantum Market Research (Aust) Pty Ltd	Advisory services - Victorian Energy Upgrades strategic review	\$52,519	\$41,073	\$11,446
Jacobs Group (Australia) Pty Ltd	Commercial advisory services - Energy market modelling	\$73,500	\$41,000	\$0
Alluvium	Advisory services - Coastal hazard advice	\$50,623	\$38,870	\$11,753
Jacobs Group (Australia) Pty Ltd	Technical advisory services - Victorian Environmental Flows Monitoring and Assessment Program fish theme	\$38,640	\$38,640	\$0
Alluvium	Advisory services - Analysis of fish deaths and trends	\$38,595	\$38,595	\$0
Aither Pty Ltd	Economic advisory services - Value of water	\$175,713	\$38,575	\$44,603
Urbis Pty Ltd	Advisory services - Eastern Victorian Bushfire Recovery Rebates Program	\$68,098	\$38,451	\$29,647
Mine Subsidence Engineering Consultants Pty Ltd	Engineering advisory services - Geotechnical (subsurface) advice	\$37,856	\$37,856	\$0
SLR Consulting Australia Pty Ltd	Technical advisory services - Mine tailings storage facilities	\$55,560	\$36,114	\$19,446
Scyne Advisory Pty Ltd	Commercial and financial advisory services - Circular economy	\$600,000	\$36,040	\$0
Jacobs Group (Australia) Pty Ltd	Technical advisory services - Energy contract management	\$135,773	\$35,640	\$100,133
GHD Pty Ltd	Technical advisory services - Emergency Animal Disease waste	\$90,784	\$34,747	\$56,037

Supplier name	Purpose of consultancy	Total approved project fee (excl. GST)	Expenditure 2024-25 (excl. GST)	Future expenditure (excl. GST)
Siecap Pty Ltd	General business advisory services - Departmental procurement	\$727,031	\$34,300	\$39,599
Amanda Lamont	Advisory services - Biodiversity communications framework	\$33,800	\$33,800	\$0
Alluvium	Advisory services - Review of Victoria's environmental flow assessment method	\$108,995	\$33,647	\$0
Woodwater	Advisory services - Victorian Murray floodplain restoration	\$40,909	\$32,500	\$0
Regulatory Impact Solutions Pty Ltd	Legal advisory services - Stage 2 Victorian Transmission Investment Framework reforms	\$89,060	\$31,171	\$0
Jeff Hammond Consulting	Advisory services - Foot and Mouth Disease	\$66,000	\$30,300	\$35,700
Scyne Advisory Pty Ltd	Advisory services - Energy Innovation Fund	\$566,000	\$30,000	\$536,000
Clear Horizon Consulting Pty Ltd	Advisory services - Marine and Coastal Strategy	\$45,315	\$29,158	\$16,157
RMCG	Advisory services - Farm safety resources targeting culturally and linguistic diverse communities	\$28,160	\$28,160	\$0
Exco Partners	Advisory services - Victorian Water Register transformation	\$101,931	\$27,789	\$74,142
KPMG Australia	Advisory services - VicGrid	\$78,594	\$25,664	\$52,930
Blue Sense Consulting Pty Ltd	Advisory services - Flagship Waterway projects	\$28,182	\$25,400	\$2,782
Greenshoot Consulting Pty Ltd	Advisory services - Traditional Owner strategic engagement	\$139,000	\$25,000	\$70,000
Jennifer Hale	Advisory services - Victorian state-wide wetland condition assessment	\$47,000	\$25,000	\$0
Frontier Economics	Advisory services - Salinity impact charges review	\$108,770	\$25,000	\$0
Regulatory Impact Solutions Pty Ltd	Advisory services - Dingo unprotection order	\$54,250	\$24,250	\$30,000
Policy Performance Pty Ltd	General business advisory services - Integrity program evaluation	\$23,850	\$23,850	\$0
Wise Workplace	Advisory services - Bushfire and Forest Services people and culture	\$23,730	\$23,204	\$526
Deloitte Touche Tohmatsu	Legal advisory services - <i>Victorian Energy Efficiency Target Act 2007</i>	\$89,157	\$22,289	\$0
With Purpose Consulting	Advisory services - Wild Dog Program	\$44,500	\$22,250	\$22,250

Supplier name	Purpose of consultancy	Total approved project fee (excl. GST)	Expenditure 2024-25 (excl. GST)	Future expenditure (excl. GST)
IndustryEdge	Advisory services - Timber industry	\$22,050	\$22,050	\$0
Karen Milward	Advisory services - Cultural Capability Framework	\$22,000	\$22,000	\$0
Karabena Consulting	Advisory services - Pupangarli Marnmarnepu, DEECA's Aboriginal Self-Determination Reform Strategy 2020-2026	\$144,702	\$21,390	\$123,312
Weir Legal & Consulting Pty Ltd	Advisory services - Solar Homes program	\$23,636	\$21,020	\$344
Aither Pty Ltd	Economic advisory services - Murray-Darling Basin Plan implementation	\$69,245	\$20,000	\$49,245
Southeast Botanical Consulting Pty Ltd	Advisory services - Neerim Trailbike ecological assessments	\$19,379	\$19,379	\$0
Scyne Advisory Pty Ltd	Advisory services - Showerhead program options	\$219,000	\$18,000	\$102,000
Alluvium	Advisory services - Coastal hazards and contaminated land	\$222,162	\$17,620	\$204,541
HARC Services Pty Ltd	Advisory services - Bulk entitlement metering programs	\$61,818	\$16,898	\$0
Lockton Companies Australia Pty Ltd	Insurance advisory services - Victorian Desalination Project	\$109,091	\$16,500	\$76,091
David Caple & Associates Pty Ltd	Advisory services - Contractor safety management framework review	\$59,250	\$15,500	\$0
Monash University	Advisory services - Climate change impacts on stream water quality in Victoria	\$45,430	\$15,430	\$0
Go Equal	Advisory services - Gender equality action plan	\$14,850	\$14,850	\$0
Wise Workplace	Advisory services - Bushfire and Forest Services people and culture	\$36,364	\$14,790	\$963
Clayton Utz	Legal advisory services - Victoria New South Wales Interconnector West project	\$1,044,664	\$14,775	\$422,644
Monash University	Advisory services - Water quality analysis for the Basin Plan	\$15,867	\$14,425	\$1,443
GHD Pty Ltd	Commercial and technical advisory services - Commercial transitions	\$255,228	\$14,368	\$0
TSA Management Pty Ltd	Commercial advisory services - Energy contract management	\$292,622	\$14,019	\$70,773
KPMG Australia	Commercial advisory services - Energy Innovation Fund	\$180,000	\$13,790	\$68,684
Biosecurity Advisory Service	Advisory services - Emergency Animal Disease preparedness	\$25,000	\$13,200	\$11,800

Supplier name	Purpose of consultancy	Total approved project fee (excl. GST)	Expenditure 2024-25 (excl. GST)	Future expenditure (excl. GST)
Primary Industries and Regions SA	Advisory services - Commonwealth Environmental Water Holder Basin Scale Research	\$12,985	\$12,985	\$0
Frontier Economics	Technical advisory services - Water resource management in the southern connected Murray-Darling Basin	\$95,526	\$12,913	\$82,614
Streamology Pty Ltd	Advisory services - Regional waterway strategies	\$17,603	\$12,477	\$5,126
Natural Decisions Pty Ltd	Technical advisory services - Innovative Sheep and Beef networks project	\$14,080	\$12,320	\$1,760
KPMG Australia	Health and safety advisory services - Energy projects	\$83,118	\$12,192	\$70,926
CSIRO	Advisory services - Climate science report	\$10,739	\$10,739	\$0
8020Green Pty Ltd	Advisory services - Measuring and verifying energy savings	\$10,080	\$10,080	\$0