



Mulloon Institute



# Annual Report

2025





# “Change moves at the speed of trust”

- *Stephen Covey*

Mulloon Institute acknowledges the Traditional Owners of the places in which we work and honours the deep cultural, social, environmental, spiritual and economic connections they share with their lands and water.

*Front cover photo: PM3 structure in Mulloon Creek at Palerang.*

*Photo: Attendees of the 2024 Mulloon Rehydration Conference visit in-stream restoration works along Mulloon Creek. ©Nviro Media*





# Contents

## Welcome

Who We Are.....	4
Chair Report.....	6
CEO Report.....	8
Science Advisory Committee .....	11
Our Founders .....	12

## Part 1: From Vision to Reality - 14 Years of Progress

Mulloon Institute Strategic Plan .....	16
Where We Work .....	18
Sustainable Development Goals .....	19

## Part 2: Progress in Action

Mulloon Consulting.....	22
Mulloon Creek Natural Farms .....	24
Learning Programs .....	26
Marketing and Communications.....	28
Banksia Awards.....	30

## Part 3: Sustainable Growth in Size & Reputation

Mulloon Institute Growth .....	34
Mulloon Rehydration Initiative .....	36

## Part 4: Partnerships Fuelling Growth: Funding Momentum at Mulloon

Water Stewardship Program .....	41
The Ian Potter Foundation .....	42
First Nations Water Stewardship Program .....	43
Landscape Function Toolkit (LiFT) .....	44
TIMME - Training, Implementation, Mentoring, Monitoring and Evaluation .....	45
Our Supporters .....	46
Catchment Rehydration Selection Tool (CReST).....	48
Communities of Practice Project (CoPP).....	50
Building a Global Reputation .....	52

## Part 5: Beyond the Back Fence: A National Snapshot

NSW – Restoring Wetlands, Rebuilding Habitat: Carwoola’s Rehydration Journey.....	56
NT – Old Cameron Downs, Batchelor.....	57
QLD – Marmadilla Mentoring Project Day Action.....	58
SA – A road trip through South Australia’s Arid Lands .....	59
WA – Western Australia Steps Up: A Season of Learning and Action .....	60
VIC – Boots on Ground: Regeneration in Action on the Bass Coast.....	61

## Part 6: Finance & Governance

Mulloon Finance Report .....	64
Grants Awarded in the 2025 Financial Year.....	66





# Who We Are

## Vision: Where we want to go

As global leaders in landscape restoration, we aim to rehydrate landscapes using world-class scientific research, education and demonstration in partnership with rural communities, First Nations and collaborators to rebuild climate-resilient landscapes that provide food and water security and support healthy ecosystems.

## Mission: What we do

We actively demonstrate, validate and share landscape rehydration learning, expertise and skills to deliver restoration and nature repair, to meet the challenges of climate change and create sustainable, profitable, and resilient agricultural and environmental systems, now and into the future.

## Our Values

We are an innovative, collaborative, and community-oriented organisation that operates with respect and accountability, is evidence-based, maintains a strong commercial focus, embraces ambition and entrepreneurship, and is deeply committed to First Nations engagement.

## Actions: How we will get there

We will promote the repair of landscape function through the delivery of landscape rehydration infrastructure, conducting research, educating the public and supporting farmers and First Nations communities to heal country and adapt to climate change.

*Photo: Communities of Practice Professionals' Intensive training in NSW.*







# Chair Report



## Wilfred Finn

### Chair & Member of Law Committee

It is a great honour to write on behalf of the other members of the Mulloon Institute Board for the 2025 financial year – Matt Egerton-Warburton, Carolyn Hall and Kathy Kelly.

It is now 14 years since Tony and Toni Coote established the Institute in 2011. From the early support of friends, catchment residents and the extended Coote and Dale families – including Board members from those groups – this year's results provide validation of their vision and the basis for future growth.

To that end, early in 2025, the Board finalised the Strategic Plan 2025-28 that formalises the future direction of the Institute, Mulloon Creek Natural Farms and Mulloon Consulting. The Plan was the result of many months of work from staff, executives and directors and focuses on:

- Managing Mulloon Creek Natural Farms as a profitable farming enterprise, modelling holistic management, regenerative practices and contributing to funding the Institute's objectives.
- Delivering landscape rehydration infrastructure on-ground works & providing extension and capacity building across agriculture and natural resource management.
- Building knowledge, skills and capacity across society in the effective use of nature-based solutions with a focus on the water cycle and our landscape rehydration activities.
- Providing monitoring data and evidence of benefits of landscape rehydration infrastructure; adding rigour and depth to the data we produce; collaborating with external bodies to build and apply knowledge and developing and regularly publishing results.
- Advocating for regulatory reform to support the delivery of landscape rehydration infrastructure; developing Mulloon Institute's national and international reputation; hosting VIPs at Mulloon and delivering presentations and reports.

The Strategic Plan also formally articulated the Institute's values:

*We are an innovative, collaborative, and community-oriented organisation that operates with respect and accountability, is evidence-based, maintains a strong commercial focus, embraces ambition and entrepreneurship, and is deeply committed to First Nations engagement.*

Reflecting the Institute's national and international standing, at the end of the 2025 financial year, the Board commenced a public and transparent renewal process to appoint a Board wholly of non executive directors, which resulted in Matt, Carolyn and Kathy stepping down as Directors. On behalf of the Institute, its members, partners and supporters, I would like to thank Matt, Carolyn and Kathy for their tireless work as Directors of the Institute over many years. Thank you for welcoming me to the board in January last year, and for your very significant contributions to landscape restoration and rehydration in Australia – and increasingly overseas also.

From 1 July 2025, Rose Nairn OAM, Robert Purves AM and I have been appointed as directors through this Board recruitment process, and we look forward to the next stage of institutional growth for the Institute with a refreshed board for the year ahead.

Aside from renewal at the Board level, I would like to acknowledge the end-of-financial-year retirements of three members of the executive team: Jono Forrest – General Manager of Mulloon Consulting, Peter Hazell – Principal Landscape Planner and Kathy Kelly – Chief Financial Officer. The Institute would not be where it is today without these three wonderful people and, on behalf of the Institute, I wish them every success and happiness post-Mulloon.

To conclude, please enjoy this year's report. I trust you will be encouraged by the Institute's progress and plans for the future. Ultimately, we aim to rehydrate landscapes – with all the economic, social, cultural and environmental benefits that it delivers. Our board and staff are proud of that vision, and we look forward to delivering it in the years ahead.





*Photo: Wilf enjoying family time on the lake at Home Farm.*



# CEO Report



**Carolyn Hall**  
CEO

Thank you to our Mulloon Institute members, and all those who follow the progress of the Institute and our subsidiaries, for your ongoing interest and support. This has been a year of unprecedented success and growth.

Mulloon Institute is naturally outcomes-focused and is set to deliver increasing areas of landscape rehydration and restoration across Australia in the coming years. Underpinning our success is collaboration with key stakeholders in the regenerative agriculture sector

Key foundational elements required to build and scale a business around landscape rehydration and restoration have been funded and are being implemented.

Highlights include:

- Completion of our national Communities of Practice Project.
- A formal two-year partnership with state-owned corporation WaterNSW supporting the Water Stewardship Program, along with support from The Ian Potter Foundation.
- Co-design of the First Nations Water Stewardship Skills Certificate Program.
- Development of LiFT, the Landscape Function Monitoring Toolkit.
- Early planning for TIMME, (Training, Implementation, Mentoring, Monitoring and Evaluation) – six catchment scale projects across Australia.

The 2024/2025 financial year has shown us what is possible. Mulloon Institute, Mulloon Consulting and Mulloon Creek Natural Farms have all turned a corner this year in financial and capacity terms. The Institute is in the best shape it has ever been in, with over \$15m in grant and sponsorship funding. Mulloon Consulting has a strong forward works program. The Farms have rallied after an extended period of climate challenges to reach a record profit this year.

Our founders, Tony and Toni Coote and our late chairman, The Hon. Gary Nairn AO, have left a remarkable legacy. It has been our task to take that legacy, generate an overarching strategic plan, win and secure the required funding and then deliver against that plan.

Our members have made it clear they support our work. The evolution of our board via an open public recruitment process to be an experienced skills-based board will further support scaling of the Institute and our important work.

Grant and sponsorship funding now provides the means for us to take the generous legacy left to us and deliver against the vision to repair, restore and rehydrate Australian landscapes.

## Policy and Advocacy

We have taken a new path on regulatory reform, working directly with WaterNSW as our main regulator to devise a streamlined approval pathway for landscape rehydration in NSW.

## Restoration Economy

Contributing to the global policy conversation on nature-based solutions for landscape repair via the SOILutions Partners for Change conference in Berlin and the Tokyo Bay field tour and government meetings in Japan.

Working in Australia via the Decade for Restoration Alliance to provide policy input to the Australian Government and the United Nations.

## Thank you

This work is all made possible by the energy and commitment of a fantastic team, and I am grateful to each and every one of them for their continued support and hard work. Special thanks must go to Jono Forrest, who finished up as General Manager of Mulloon Consulting in August this year. A fond farewell to Max Brunswick, a foundational member of the Science and on-ground team. Also, thank you to Kathy Kelly, who has served as CFO and has helped to usher in a new era for Mulloon Institute. Nolani McColl, our Executive Landscape Planner, has been an invaluable member of the executive along with Matt Smith, Project Engagement and Delivery Manager – thank you.

A special mention to Peter Hazell, who, after over 20 years of service to Mulloon Institute, retired from his role as Principal Landscape Planner to concentrate on the restoration work required on his own properties. Peter's dedication to Mulloon and his leadership in all facets of promoting landscape rehydration and restoration are legendary. Mulloon will be forever grateful.

In 2025, I stepped down as a Board Director of Mulloon Institute, a role I took on at the request of our late Chairman, The Hon. Gary Nairn AO, in 2020. I thank my fellow Board Directors, it has been an honour to foster Mulloon Institute through this period of growth and change.



# Our Strategic Plan has guided our work this year. The strategic pillars are reflected in our results.

## Landscape Hydration



**125,000 ha**

Restored since 2021  
(14,274 ha this year)



**1.5 million ha**

Assessed since 2021  
(158,605 ha this year)



**\$5.9 million**

TIMME Grant secured to deliver six  
catchment scale demonstration sites

## Science-led Research & Demonstration



**18**

Demonstration sites established.



**\$3.8 million**

Secured to deliver a landscape  
function monitoring tool (LiFT).



Creation of our STREAM team to  
support the continuation of the  
Mulloon Rehydration Initiative  
(MRI) monitoring program.

## Community Engagement



**5,000**

Farming families engaged  
through our learning programs.



**\$1.37 million**

Secured via the WaterNSW Water  
Stewardship Program.



**\$780,000**

Secured via the Ian Potter Foundation  
to support the Water Stewardship  
Program pilot.



Mulloon projects underway in  
every state and territory.

## First Nations Engagement



**\$998,000**

Secured to co-design a First  
Nations Water Skills certificate  
program.





Photo: ANU Design students join the Mulloon team on Lorinna, NSW.



Image: The endangered Green and Golden Bell Frog. Mulloon is working with local landholders to restore habitat for the last known population on the Southern Tablelands, located on the Molonglo Floodplain.



# Science Advisory Committee



## Emeritus Professor Stephen Dovers Science Advisory Committee Chair

Mulloon Institute's Science Advisory Committee (SAC) was established 12 years ago, and continues to provide independent, expert advice on Mulloon Institute research and monitoring.

The Institute values the best available science and generates knowledge to inform and enable our own initiatives and those of other groups.

### Our Expertise

Through its members, the SAC possesses qualifications and experience in ecology, hydrology, agriculture, food and nutrition, geology, plant sciences, natural resource management and climate adaptation. Members serve on a voluntary basis and are affiliated with universities, other research organisations and our partner land management agencies. Members review reports, assist with funding applications, and advise on technical matters, extension and partnerships. The SAC meets quarterly, with Institute executive staff attending in ex officio capacities, with members providing advice as required between regular meetings.

In 2025, a major focus has been on reviewing the Mulloon Rehydration Initiative (MRI) data sets and monitoring array. The Mulloon catchment is the most comprehensively monitored catchment in Australia, starting in 2006 with essential hydrological records and expanding over time to capture a wide range of hydrological and biological variables. Long term ecological monitoring requires years of data to detect responses, and droughts and floods over the past two decades have complicated data collection and analysis. Following a major gathering of researchers and Mulloon Institute staff at the Home Farm in late 2024, agreement was reached that many variables had now sufficient data for the process of preparing a major report on the impact of the MRI works to be commenced. Recent months have seen thirteen authors summarise their results and a draft of a MRI results paper prepared, aiming for publication in 2026.

In summary, among other things, we can conclude that:

- Instream structures can survive major surge events and create stable, vegetated pond systems.
- There is no diminishment of downstream flow.
- There are evident, positive biodiversity outcomes.

While the intensive monitoring system for the MRI is evidencing the benefits of landscape rehydration, such monitoring is out of reach to other rehydration projects across Australia. The MRI experience is informing the new Institute project to establish more accessible approaches: Landscape Function Toolkit: Equipping Australia with a Systems-Approach to Landscape Climate Resilience (LiFT).

### Publications

The SAC is dedicated to the wide dissemination of research findings from the MRI, with monitoring reports publicly available on the Mulloon Institute website, covering topics including frogs, aquatic invertebrates, fish and hydrology:

- [mullooninstitute.org/baseline-surveys-ongoing-monitoring](https://mullooninstitute.org/baseline-surveys-ongoing-monitoring)

A detailed description of the MRI and its monitoring is available in a 2022 peer reviewed article:

- [onlinelibrary.wiley.com/doi/10.1111/emr.12549](https://onlinelibrary.wiley.com/doi/10.1111/emr.12549)

82



Groundwater Piezometers

58



Surface Water Measure Sites

2



Automated Weather Stations

266



Biodiversity/Ecological Monitoring Sites

31



Soil Moisture Sensors/Probes

64



In-Stream Structures

113



Soil Data Sites



# Our Founders

## A vision for the future

Tony and Toni Coote envisioned a future where Australia enjoyed lasting food and water security. To help achieve this, they established Mulloon Institute in 2011, recognising that food production systems must work with nature to deliver healthy, nutrient-dense food. They saw farming as a force for environmental renewal, championing restoration and regeneration through agriculture. Both were passionate advocates for farmers and deeply aware of the vital role of soil health and landscape rehydration.

Tony Coote AM bequeathed his two farms, Home Farm and Duralla to Mulloon Institute on his death in 2018. Mulloon Creek Natural Farms address Tony's desire for the Institute to be physically on the land and to have secure land tenure. The farms now serve the dual purposes of a living laboratory for our research work and as demonstrators of sustainable agricultural enterprises providing financial support to the Institute. The Coote and Dale families have supported the vision of our founders and continue this support through their membership, with Tony's eldest daughter, Diana Cavanagh and nephew Richard Allsopp having served on Mulloon Institute's Board.

## An Indigenous connection

The early thinking around the establishment of Mulloon Institute was heavily influenced by the relationship that Tony and Toni enjoyed with the late Yuin Elder Uncle Max Dulumunmun Harrison. Uncle Max believed nature is the greatest teacher. Tony Coote and Uncle Max long exchanged ideas on the urgent need for culturally attuned water management on farmland. These conversations underpinned the establishment of the Institute, recognising the need for change. One of Tony's early documented ideas:

*Indigenous sustainability: what worked in a lasting manner will last in the future.*

## Honouring Tony and Toni's legacy

It is an honour and a privilege to continue the work of Tony and Toni Coote and the Institute they founded. Our team are guided by their clear vision of the need for change and the important role farming and First Nations play. Their legacy continues to inspire a new generation of change makers both in Australia and across the world.







Photo: Boots on Ground Project Day – hands on building in-stream structures with the Eugowra community.





Part 1:

# From Vision to Reality – 14 Years of Progress

*Photo: Communities of practice at work near Inverell. Grow Love Project.*







# Mulloon Institute Strategic Plan 2025 to 2028

Group	Operating Units		
Operation	Mulloon Creek Natural Farms	Mulloon Consulting	Learning & Development
Manager	General Manager, Mulloon Creek Natural Farms	General Manager, Mulloon Consulting	
What	Manage MCNF as a profitable farming enterprise, modelling holistic management, regenerative practices and contributing to funding the Institute's objectives.	Deliver landscape rehydration infrastructure on-ground works & provide extension and capacity building across agriculture and Natural Resource Management.	Build knowledge, skills, and capacity across society in the effective use of nature-based solutions with a focus on the water cycle and our landscape rehydration activities.
How	<ol style="list-style-type: none"> <li>1. Continue to improve farm operations, becoming a true 'model farm'.</li> <li>2. Holistic Management approach</li> <li>3. Staff skill building for future continuity.</li> <li>4. Build brand equity in the Mulloon Creek Natural Farms brand.</li> </ol>	<ol style="list-style-type: none"> <li>1. Project development &amp; management with more conscious management of third-party costs &amp; improved profit margins.</li> <li>2. Generate revenue via:</li> <li>3. Project Fees.</li> <li>4. Advisory &amp; Consulting.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop learning to enhance business objectives.</li> <li>2. Identify government funding.</li> <li>3. Undertake regular market analysis.</li> <li>4. Build a marketing strategy and program.</li> <li>5. Implement best practice recruiting and onboarding via MI training.</li> <li>6. Seek grants for learning programs.</li> </ol>
Outcomes	<ol style="list-style-type: none"> <li>1. Deliver revenue for MI.</li> <li>2. Financially and operationally resilient farms that model a holistic approach.</li> <li>3. Increased ecosystem health, abundance and resilience.</li> <li>4. Progress to Net Zero.</li> </ol>	<ol style="list-style-type: none"> <li>1. Deliver revenue for MI.</li> <li>2. Larger scale clients &amp; active in carbon &amp; natural capital markets.</li> <li>3. Effective partnership management.</li> <li>4. Increased profile and expanded national footprint.</li> <li>5. Develop and maintain a professional team.</li> <li>6. Consistent and profitable work pipeline.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased uptake of programs &amp; Mulloon farm-based programs.</li> <li>2. Increased market position.</li> </ol>

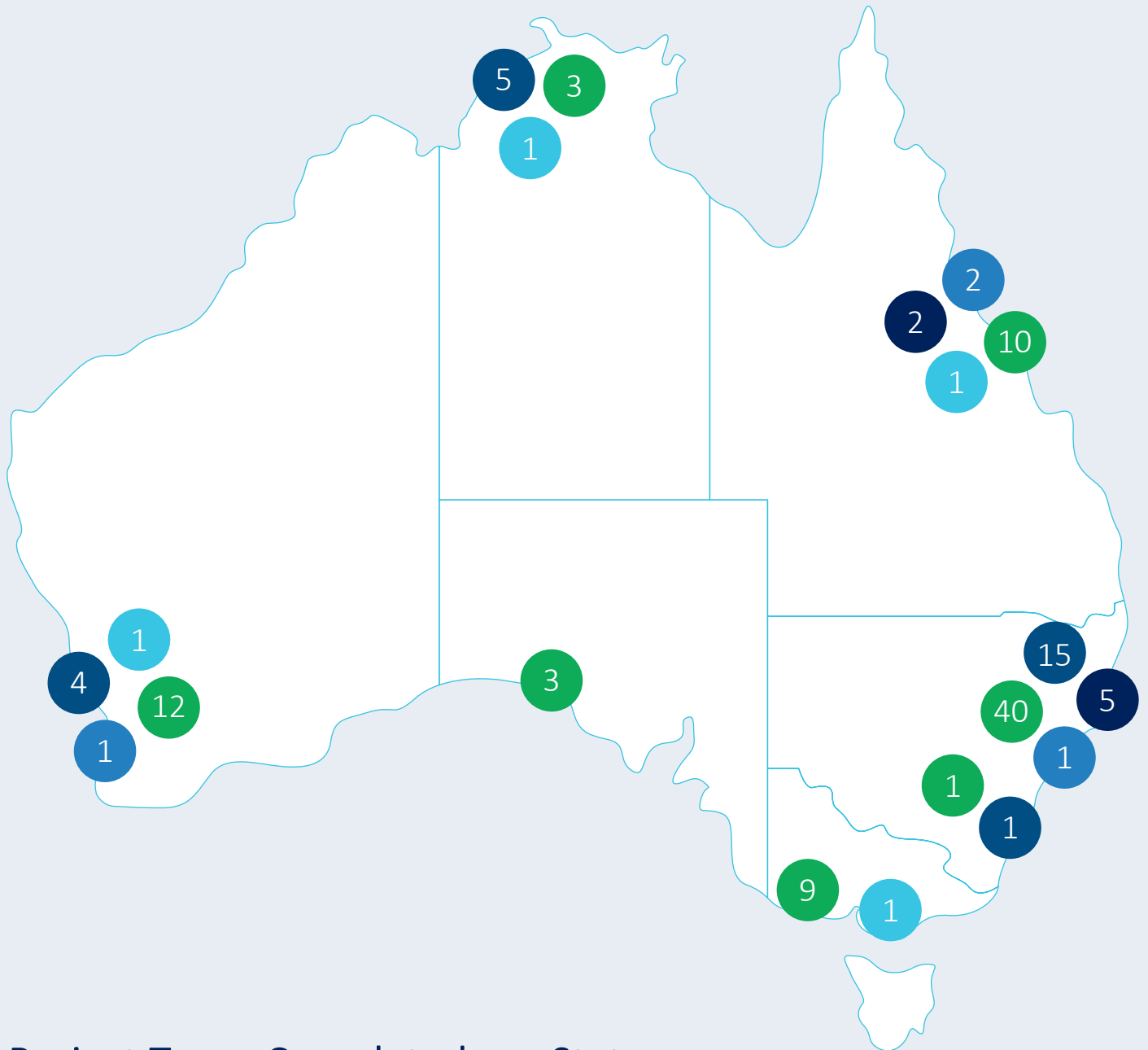




Operating Units		Corporate Services	
Mulloon Research	Mulloon Advocacy	Marketing	Finance
Manager, Mulloon Research, Science Advisory Committee	Chief Executive Officer, Executive, Mulloon Law Committee, Board	Chief Marketing Officer	Chief Financial Officer/ Company Secretary
<ol style="list-style-type: none"> <li>1. Provide monitoring data &amp; evidence of benefits of landscape rehydration infrastructure.</li> <li>2. Add rigour and depth to the data we produce.</li> <li>3. Collaborate with external bodies to build &amp; apply knowledge.</li> <li>4. Develop and regularly publish results.</li> </ol>	<ol style="list-style-type: none"> <li>1. Advocate for regulatory reform to support the delivery of landscape rehydration infrastructure.</li> <li>2. Develop Mulloon Institute's national and international reputation.</li> <li>3. Host VIPs at Mulloon.</li> <li>4. Deliver presentations and reports.</li> </ol>	<ol style="list-style-type: none"> <li>1. Build core messages.</li> <li>2. Pursue opportunities for further corporate &amp; benefactor partnerships &amp; collaborations. Raise Mulloon group profile for growth via:               <ol style="list-style-type: none"> <li>3. a) Targeted media engagement.</li> <li>4. b) Build storytelling expertise that is integral to BD.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Accounting &amp; Finance.</li> <li>2. Legal.</li> <li>3. HR.</li> <li>4. IP.</li> <li>5. Company Sec activities.</li> <li>6. Financial grant management.</li> <li>7. Cyber security.</li> </ol>
<ol style="list-style-type: none"> <li>1. Secure ongoing MRI funding.</li> <li>2. Attract external researchers.</li> <li>3. Develop science comms.</li> <li>4. Review, rationalise &amp; improve array &amp; data display.</li> <li>5. Link data to education program.</li> <li>6. Develop LR measure methodology for NC markets.</li> <li>7. Ground truth and expand CReST.</li> <li>8. Continue to implement the integrated monitoring plan for the MRI.</li> </ol>	<ol style="list-style-type: none"> <li>1. Advocate for regulatory reform across Govts (develop media strategy).</li> <li>2. Run VIP tours at Mulloon and other sites.</li> <li>3. Undertake national &amp; international activities &amp; speaking engagements.</li> <li>4. Submissions on policy.</li> <li>5. Seek grants for MI activities.</li> <li>6. Seek philanthropic &amp; corporate support for MI activities.</li> <li>7. Develop strategic partnerships.</li> </ol>	<ol style="list-style-type: none"> <li>1. Website rebuild/renewal.</li> <li>2. Proof Points collateral.</li> <li>3. Enhanced media relations.</li> <li>4. Comprehensive marketing plan to promote MCNF products at retail.</li> <li>5. Adding resources to meet comms' needs.</li> <li>6. Build comprehensive collateral.</li> <li>7. Update and maintain a dynamic pitch deck.</li> <li>8. Collaborate with implementation partners.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure financial processes are in place.</li> <li>2. Generate policies.</li> <li>3. Monitor imp of WH&amp;S.</li> <li>4. Oversee recruitment, onboarding and contracts.</li> <li>5. Ensure compliance.</li> <li>6. Oversee HR.</li> <li>7. Monitor financial status &amp; delivery of grants outcomes.</li> <li>8. Oversee IT &amp; cybersecurity.</li> <li>9. Communicate with Members.</li> <li>10. Good governance &amp; strong policies.</li> </ol>
<ol style="list-style-type: none"> <li>1. Produce peer-reviewed scientific papers presenting our results.</li> <li>2. Satisfy Grant funders.</li> <li>3. Sustainable financial model for the MRI, Science and Research programs.</li> <li>4. Increased uptake &amp; use of technology &amp; ag tech.</li> <li>5. Expanded engagement.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reduced regulatory burden.</li> <li>2. Raised profile with a range of stakeholders.</li> </ol>	<ol style="list-style-type: none"> <li>1. Deliver revenue across the group.</li> <li>2. Consistent internal &amp; external messaging.</li> <li>3. High quality &amp; frequent public engagement.</li> <li>4. MI positioned as the 'go to' resource for landscape rehydration.</li> <li>5. Improved brand awareness.</li> <li>6. Tactical collaborative programs.</li> <li>7. Delivery of larger more complex projects.</li> <li>8. A wider range of high-impact projects.</li> </ol>	<ol style="list-style-type: none"> <li>1. Resilient financial funding model.</li> <li>2. Effective financial reporting to the Board &amp; Members</li> <li>3. Provision of adequate Board decision making information.</li> <li>4. High levels of legal compliance in HR, finance &amp; WHS.</li> <li>5. Safety key part of culture.</li> <li>6. Successful grant delivery and reporting.</li> <li>7. Ensure the organisation has cybersecure measures implemented.</li> <li>8. Engaged Company Members.</li> </ol>



# Where We Work



## Project Types Completed per State





# Sustainable Development Goals

Mulloon Institute has been recognised by the UN Sustainable Development Solutions Network (SDSN) for its leadership in sustainable agriculture and food systems. This acknowledgment highlights our Mulloon Rehydration Initiative (MRI) and our contribution to advancing the UN Sustainable Development Goals through research, collaboration and on-ground impact.



## SDG2 – Zero Hunger

Restoring natural landscape function revitalises ecosystems and boosts landscape resilience to climatic extremes. Implementing regenerative agriculture progressively improves land and soil quality and ensures ongoing nutrient dense food production.



## SDG13 – Climate Action

We rebuild and regenerate landscapes for enhanced climate change resilience through restoring natural landscape function. This restores water cycles that enable the transformation and transfer of the immense energy coming from the sun, building resilience to drought bushfire and to flood.



## SDG3 – Health and Wellbeing

Rebuilding landscapes and revitalising wetlands recreates natural filtration systems that keep waterways clean for healthier landscapes and healthier food production.



## SDG14 – Life Below Water

We provide important habitat for a range of aquatic flora and fauna by restoring eroded waterways and transforming them into healthy, vibrant and complex ecosystems.



## SDG4 – Quality Education

We educate farmers in landscape rehydration and regenerative agriculture, with a comprehensive training manual created and plans for digital learning opportunities.



## SDG15 – Life on Land

Our strong partnerships include the UNSDSN, key Australian universities, First Nations groups, state-based NRMs, the National Landcare Network and Landcare groups, federal, state and local government agencies and corporations, NGOs, community groups, industry bodies and landholders.



## SDG6 – Clean Water and Sanitation

Our work rehydrates landscapes and rebuilds natural landscape function, using creek interventions that slow and filter water flow, increasing its quality and abundance.



## SDG17 – Partnerships for the Goals

Our strong partnerships include the UNSDSN, key Australian universities, First Nations groups, state-based NRMs, the National Landcare Network and Landcare groups, federal, state and local government agencies and corporations, NGOs, community groups, industry bodies and landholders.



## SDG11 – Sustainable Cities and Communities

Our work rehydrates landscapes and rebuilds natural landscape function, using creek interventions that slow and filter water flow, increasing its quality and abundance.





## Part 2:

# Progress in Action

*Photo: Communities of Practice Professionals' Intensive training in NSW.*







# Mulloon Consulting Report



Jono Forrest  
General Manager

## 2025 has been a fantastic year for Mulloon Consulting (MC) on a number of fronts.

While we started FY25 with some challenges with planned projects that were significantly delayed due to weather conditions, the confirmation of our success with the following multi-year projects has given us a lot to focus on:

- **Water Stewardship Program (WSP)** for the Sydney Drinking Water Catchment is funded by WaterNSW. Erin Healy stepped into the role as WSP Program Manager and is working with other team members laying out the foundations for the program and developing key stakeholder relationships. One of the significant outputs of the program is a beautiful book called *The Regenerative Power of Water*. The WSP is also supported with funds from The Ian Potter Foundation who have a particular interest in the longer-term implications of engaging with communities for catchment-scale projects, including the exploration of different funding models. The WSP is empowering communities to respond to the challenges of climate change and long-term degradation issues in the Sydney Drinking Water Catchment. The Program will drive community collaboration and fund innovative landscape-scale projects that restore local water cycles and enhance water quality, security and catchment health. The pilot phase of the program will run from 2025–2027. A series of demonstration projects will provide proof-of-concept for how the funding guidelines and Expression of Interest processes will work in the long term.
- **First Nations Water Skills Project** runs from 2025–2027 and is a collaboration with First Nations partners to co-design the development of a water skills certificate program, building the capacity of First Nations participants, delivered on Country and assisting with future employment opportunities. This is an Australian Government funded project through the Climate Smart Capacity Building program.
- **LiFT (Landscape Function Toolkit)** will firstly define landscape function indicators, develop a monitoring matrix and develop a toolkit in collaboration with external collaborators to help land managers assess (i.e. baseline) and monitor the health and function of their landscapes. This is a 3.5 year project supported by the Australian Government, funded through the Climate Smart Partnerships and Innovation program.
- **TIMME (Training, Implementation, Measurement, Monitoring and Evaluation)** is a 5-year (2025–2030) project empowering six communities of practice to increase the health and resilience of their landscapes. It will enable local communities to work collaboratively on landscape-scale projects that achieve measurable benefits for land, water, people and biodiversity. The project is grassroots in spirit, with Mulloon Institute staff working to support local networks. It incorporates a range of valuable skills and methods to unlock whole-of-systems approaches to achieving community and ecological resilience. Several demonstration projects in WA and NSW, in both agricultural and First Nations contexts, will be the focus of activities. This is an Australian Government funded project through the Future Drought Fund Resilient Landscapes program.



A significant highlight for 2025 was the completion of in-stream work at [Carwoola Station](#) on the Molonglo River. Eight significant bed-control structures have been installed at the site, with floodplain earthworks completed in the early part of 2025. Congratulations to Jack Smart and the team who worked on this project. The project has been supported by the NSW Environmental Trust and the Saving our Species program (as a site to restore habitat for the Green and Golden Bellfrog). The project has also enjoyed significant philanthropic support. Two other landholders in the catchment have since been inspired to consider landscape rehydration for their properties, and their projects are currently undergoing regulatory approval. I am extremely proud of what our team and consortium partners have achieved over the last couple of years with the Communities of Practice Project, led by Tam Connor and Dr Laura Fisher. We've worked with five communities across Australia, completing significant on-ground projects and strengthening their capacity to continue landscape rehydration, creating demonstration sites that will inspire others for years to come. Two Professionals' Intensive programs were also delivered to inspire NRM professionals to lead communities through more of this work in future. The curriculum and approach to our Learning Programs have been refined as part of this project, and we now have significant demand for our Learning Programs from other communities.

2025 saw us undertake work in South Australia, including a consulting engagement south of Adelaide and work with SA Arid Lands. Numerous other consulting and Learning Programs assignments in addition to those mentioned above were undertaken in other States and Territories. This has included some early-stage work utilising Agronomeye's AgTwin for some of our initial site assessment work.

It has been a pleasure to recruit new members of the team during the 2025 financial year: Mitch Lennon, Sharni Pike, Dr Sophie Hall-Aspland, Brooke Cunningham, Sophie Drew and Matt Smith, and to see them flourishing in their roles.

MC achieved a 38% increase in turnover on 2024 (and 22% above 2023). With a solid 2026 budget, secure revenue streams, and a strong team in place, MC is well-positioned for significant on-ground implementation in the year ahead. A lot of work has gone into getting to this point and the future is bright.

By the time this Annual Report is published, I will have finished up in my role as General Manager of MC. It has been an extremely rewarding three years leading this part of the organisation and I thank the Board and CEO, Carolyn Hall, for their wonderful support and guidance along the way. Also, a shout out and thanks to Peter Hazell, Lance Mudgway, Jack Smart and Erin Healy for sharing their technical knowledge and Nolani McColl, Kathy Kelly and Trish Brunton for the significant day-to-day support they have provided to me in the GM role. I have thoroughly enjoyed my time with this amazing organisation and the wonderful team of people (including external collaborators) delivering inspiring restoration work in many different landscapes. I look forward to seeing what Mulloon continues to achieve in the decades to come, wishing my colleagues all the best and thanking them for their dedication and friendship.



Photo: Carolyn Hall farewells Principal Landscape Planner Peter Hazell and Mulloon Consulting's General Manager Jono Forrest at the Barn on Home Farm in 2025.



# Mulloon Creek Natural Farms Report



**Jim Steele**  
General Manager

## Operating Environment

While many regions of eastern and southern Australia experienced severe flood and drought, Mulloon Creek Natural Farms (MCNF) enjoyed favourable conditions, with above-average rainfall and generally mild weather. This provided a strong base for increased production and profitability, however rising input costs have been an ongoing challenge.

Biosecurity has been a key focus, particularly with avian influenza outbreaks in Victoria, NSW and the ACT. These outbreaks significantly affected egg supplies across the eastern states, but they also created strong demand for Mulloon Creek Eggs. Our strategic alliance with Harris Farm Markets continues to develop and expand, ensuring our market presence and exposure strengthen further as they open new outlets.

## Poultry Enterprise

Our egg enterprise has delivered impressive results. We are now producing more eggs with fewer chickens, reduced labour and higher margins than ever before. The strong reputation of Mulloon Creek Eggs ensures that demand consistently outstrips supply.

Significant investments have been made to support the poultry, including:

- Construction of four new mobile layer sheds, boosting biosecurity and efficiency.
- Installation of over 8 km of water infrastructure, including pipes, troughs and riser outlets.
- Relocation of water storage and pumping stations to improve water quality.
- Additional exclusion fencing.

## Cattle Enterprise

The cattle herd is progressing well with 230 cows calving down this year, and 64 heifer weaners being prepared for joining later in the year. Our annual draft of Bongongo – Hazeldean blood weaner steers sold exceptionally well, reflecting strong market demand. As pastures, grazing intensity and infrastructure improve, our herd numbers will continue to expand.

## Land & Environment

The annual ecological health index for MCNF land remains in the mid-high range, slightly higher than last year. Progress is being constrained by vermin and noxious weeds, particularly in lighter paddocks, however we have strategies underway to improve this result further. Over the next 12 months, additional biological preparations, weed control programs and vermin management will be rolled out.

## Conclusion

In summary, MCNF is well positioned for growth, resilience and sustainability. The combination of strategic investment, strong demand for Mulloon Creek Eggs, and disciplined management of our cattle and land resources provides a solid foundation for the years ahead.



**28,700**  
Chooks



**294**  
Cows & Heifers



**4**  
Bulls





*Photo: The Home Farm herd living their best life on the rehydrated flood plain.*



# Learning Programs Report



**Tam Connor**  
Learning Programs Manager



**Dr Laura Fisher**  
Creative Adaptation & Partnerships

## Overview

Our Learning Programs have been varied and rewarding this year, bringing us into contact with many remarkable communities. We delivered 14 Field Days, two Bootcamps and four “Boots on Ground” project days to over 500 people in communities across five states and territories. We also presented at 11 conferences and events, including the WA Drought Hub Showcase, the 11th Australian Stream Management Conference and 11th Ecosystem Services Partnership Conference. At home, 360 secondary, tertiary and vocational students were hosted at Mulloon Creek Natural Farms for hands-on learning experiences, and we hosted eight tours to showcase the Mulloon Rehydration Initiative and share our advocacy work.

## Communities of Practice Project

Our Communities of Practice Project has concluded. What a thrill to reflect on the road travelled with the five participating communities in NSW, QLD, VIC, NT and WA. Thank you to the Australian Government’s Future Drought Fund for getting behind the vision. Our goal was to upskill land managers and natural resource professionals in planning, designing and undertaking landscape rehydration projects using low-risk nature-based solutions for greater drought resilience.

Over 90 people participated in this final phase. One of the recent highlights was a second Professionals’ Intensive 4-day course, delivered in South West WA to 17 natural resource managers. Another highlight – now a signature Mulloon Institute offering – has been the practical skills ‘Boots on Ground’ project days. Hosted by land managers engaged in the mentoring program and project partners, this always provides a great peer-learning environment to consolidate concepts in an applied way.

## Resources & creative engagement

A suite of podcasts, case studies, videos and fact sheets has been developed as legacy resources from the Community of Practice Project. These materials were created in collaboration with partners including Soils for Life, hydrogeologist Dr Laura Norman, Charlie Maslin and Bass Coast Landcare, and are intended to support ongoing knowledge sharing and learning beyond the life of the project.

Our animation series continues to grow, now featuring What is Natural Infrastructure?, Regenerating Landscapes with Natural Infrastructure, and Building Resilience into the Landscape Mosaic. We’re especially delighted that the entire series has also been released in Spanish, helping us reach and inspire a broader international audience.

In 2024, Mulloon began collaborating with Boho Interactive – a creative team of theatre-loving systems thinkers who design innovative games to explore and solve complex scientific and social challenges. This exciting partnership means we’ll soon have a suite of engaging, interactive games to bring into our Learning Programs, giving participants fresh, hands-on ways to understand and experience landscape rehydration and resilience.



## First Nations Water Skills Pathway

This year we embarked on a significant new project. Our collaborations with First Nations groups to date have prompted us to ask: what if there were an accredited skills pathway in nature-based solutions that aligned with cultural obligations and aspirations to care for Country? Such a pathway can expand On-Country activities that benefit both land and community. It can also create economic opportunities for Rangers and other First Nations groups to lead and collaborate on-land restoration projects, including within agricultural settings.

We were thrilled to receive a grant from the Australian Government's Climate Smart Agriculture Program through the National Heritage Trust to co-design this Certificate.

In November 2024 we hosted a Country-focused residency, bringing together members of the North East Wiradjuri Company, Uncle Peter Swain, Darrunda Wajaar Rangers, Ciaron Dunn, Back to Country and Noongar Land Enterprises. Together, we began exploring how this skills pathway could be co-designed.

The pathway will take shape over the next three years. We are deeply grateful for this opportunity to honour the legacy of Yuin elder Uncle Max Dulumunmun Harrison, who inspired Tony and Toni Coote and many others to embrace the ethos of caring for Country by finding new ways to work together.

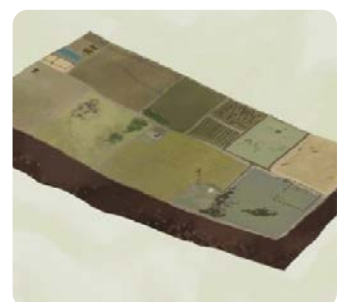


## Curriculum Development & Implementation

2025 saw the completion of the NSW Environmental Trust funded program to develop our landscape rehydration curriculum. The final stages included gathering evidence of landholder implementation of learnings with 23 NSW landholders attending Mulloon's Learning Program events and undertaking construction on their properties.

This brought to a close a comprehensive landscape rehydration curriculum development process initiated by Peter Hazell and Carolyn Hall. This program included collaboration with David Hardwick from Soil Land Food and reflected many learnings drawn from our work and expertly delivered by our Learning Programs team.

The pathway will take shape over the next three years. We are deeply grateful for this opportunity to honour the legacy of Yuin elder Uncle Max Dulumunmun Harrison, who inspired Tony and Toni Coote and many others to embrace the ethos of caring for Country by finding new ways to work together.





# Marketing and Communications Report



**Robert Langtry**  
Chief Marketing Officer



**Cass Moore**  
Communications & Media Officer

## Overview

Across the 2025 financial year, Mulloon Institute undertook a dynamic range of marketing activities aimed at amplifying its mission and reach. We maintained an active marketing presence through digital platforms, strategic partnerships and community engagement initiatives during the reporting period. Our marketing efforts focused on promoting landscape rehydration research, regenerative farming practices and corporate collaboration.

## Website, Digital Presence & Communications

Between July 2024 and June 2025, Mulloon Institute strengthened its online and digital communications across multiple channels. In early 2025, a new website developed in partnership with Rock Agency (Melbourne) was launched. Uptake on the improved site has been strong, with early analytics showing increased visitor engagement, longer time on pages and greater accessibility for users seeking project information and event details. The organisation maintained the new website ([mullooninstitute.org](https://mullooninstitute.org)) as the primary information hub, featuring regular news updates, research project profiles and comprehensive resource libraries.

1126

Increased LinkedIn followers

Mulloon's social media presence continued to grow steadily on Facebook and Instagram, with the most significant increase on LinkedIn, with a rise of 1,126 followers reflecting growing professional and corporate interest in Mulloon's work across Australia and internationally. Consistent engagement through regular updates, event promotion and shared stories from partner organisations highlighted the impact of landscape rehydration and restoration and regenerative agriculture in action.

Digital content also included podcasts developed through the Communities of Practice Project in partnership with Soils for Life, further enhancing thought leadership in regenerative agriculture. Major communications outputs during this period included successful award nominations, design and delivery of collateral across new grant projects and promotional support for events held across Australia, all of which contributed to strengthening Mulloon's visibility, brand recognition and community engagement.

## Publications and Collateral

Key marketing materials produced during the period included:



Quarterly Resilience eNews collation and distribution



Research case studies showcasing rehydration and restoration outcomes



Contributed to a collaborative educational podcast series exploring landscape restoration



Technical resources on catchment-scale projects



Event materials for community engagement activities





Photo: Communities of practice in the media spotlight near Inverell. Photo supplied by Grow Love Project.

### Community Engagement & Events

Over the year, Mulloon deepened engagement through events, partnerships and outreach across Australia. Highlights included community field days, collaboration with regional partners through the Water Stewardship Program and Communities of Practice Program, and hosting international and government delegations interested in landscape rehydration.

### Key Marketing Initiatives

#### Corporate Partnership – Vitasoy Australia

Our partnership with Vitasoy Australia continued as a cornerstone marketing activity throughout the period. The “Buy a litre, Restore a metre” campaign supported retail promotions in IGA Supermarkets during November 2024, featuring co-branded point-of-sale materials in the aisles. This five-year, \$1.25 million partnership strengthened brand visibility for both Vitasoy and the Institute whilst delivering key messages about landscape restoration and environmental sustainability to mainstream retail audiences. The collaboration enabled Mulloon Institute to reach broader demographics through Vitasoy’s established retail network.

### New Corporate Video

With the skills and support of Nviro Media, we produced a documentary-style video showcasing the work of the Institute and both its urgency of mission and the dedication of its staff and partners.

### Mulloon Creek Natural Farms

Significant marketing updates centred on the egg operation’s infrastructure development. The Spring 2025 Resilience eNews highlighted the construction of state-of-the-art mobile poultry sheds, designed with enhanced animal welfare standards and biosecurity features. Marketing communications emphasised the operation’s premium positioning with pasture-raised, chemical-free eggs distributed through Harris Farm Markets and specialty retailers across New South Wales. Key messaging focused on ‘True Free Range’, biodynamic farming methods, and the Farms’ commitment to maintaining fewer than 250 hens per hectare – far exceeding free range standards.



# Banksia Awards Shine a Bright Light on Landscape Rehydration

In 2025, the Mulloon Rehydration Initiative (MRI) achieved national recognition, winning the Biodiversity category at the 36th National Banksia Sustainability Awards. This followed our 2024 success in the same category at the NSW Banksia Sustainability Awards, marking two consecutive years of acknowledgement for leadership in landscape restoration and biodiversity outcomes.

The Banksia Awards are Australia's longest-running sustainability awards, celebrating individuals and organisations demonstrating innovation and leadership in advancing the United Nations Sustainable Development Goals. The Biodiversity Award specifically honours those making measurable impacts in ecosystem restoration, biodiversity conservation and sustainable land management.

Winning both state and national Biodiversity Awards is a milestone achievement for Mulloon Institute and our partners. It highlights the success of the Mulloon Rehydration Initiative in restoring degraded landscapes, improving water retention and enhancing ecological function across catchments. The awards acknowledge not just our technical expertise but also the power of collaboration between farmers, communities, scientists, policymakers and funders working towards a shared goal: healthy landscapes and resilient rural communities.

Our national submission told a clear story of measurable impact: over a decade of science-based monitoring, practical restoration and community engagement. These outcomes showcase how nature-based solutions can rebuild ecological function and natural capital across catchments. The judging process, which assessed innovation, measurable results and community involvement, recognised Mulloon alongside an impressive field of Australian sustainability leaders.

The process of entering the awards was itself valuable. It encouraged our team to reflect, quantify and communicate the results of our work, sharpening how we share the story of landscape rehydration. The recognition also amplified our message nationally, generating attention across the wider sustainability sector, new collaborations and greater awareness of the benefits of restoring water and biodiversity together.

At the NSW awards, the Mulloon Institute Board represented our team and shared how science and partnerships are creating a model for landscape-scale restoration. The national award was accepted by CEO Carolyn Hall on behalf of everyone involved in the Mulloon Rehydration Initiative – our dedicated staff, landholders, research partners, funders and supporters whose combined efforts make large-scale landscape rehydration possible.

Together, these awards affirm that landscape rehydration is more than a local success story. It is a nationally recognised model for restoring the ecosystems that sustain life, agriculture and community resilience across rural Australia.



Photo: 2025 Banksia Foundation National Sustainability Awards





Photo: 2024 Banksia Foundation NSW Sustainability Awards – WINNER, Biodiversity Award



Photo: 2025 Banksia Foundation National Sustainability Awards – WINNER, Biodiversity Award





Part 3:

# Substantial Growth in both Size & Reputation

*Photo: Passionate volunteers joined the Mulloon team for an aquatic planting workshop on Carwoola as part of the Molonglo Rehydration Initiative in 2025.*







# Growth in Size & Reputation over 5 years

## Landscape Rehydration



**1,496,559**  
Hectares assessed



**125,000**  
Hectares rehydrated



**112**  
Rehydration projects completed



**\$5.9 million**  
Secured for TiMME to deliver six catchment-scale demonstration sites

## Science-Led Research & Demonstration



**18**  
Demonstration sites established



**\$3.8 million**  
LiFT tool funds secured to deliver a landscape function monitoring tool



Creation of our STREAM team to support the continuation of the MRI monitoring program

## Education – Knowledge Driving Change



**217**  
Education Events



**5,977**  
People engaged through our learning programs



Schools education programs and learning content developed and in use

## Community Engagement



**7**  
Mulloon Projects in every State and Territory



**\$1.37 million**  
Funds secured via the WaterNSW Water Stewardship partnership to deliver landscape rehydration and restoration in partnership with catchment communities in Sydney's drinking water catchment



**\$990,000**  
First Nations Engagement - funds secured over 3 years to develop a First Nations Water Stewardship certificate program



In addition to many conferences and events we have participated in or hosted, our findings, methods and advice has been delivered to audiences in USA, Germany, Zambia, Saudi Arabia, Indonesia and Japan.



## Recognition



United Nations-recognised as 1 of 5 global leaders in climate-positive agriculture



2024 New South Wales Banksia Sustainability Award Winners in the Biodiversity category



2025 National Banksia Sustainability Award Winners in the Biodiversity category



Australian case study for the UN Convention to Combat Desertification, Economics of Drought Report, presented at COP 16 of the UNCCD at Riyadh Kingdom of Saudi Arabia

## Team Resources



22

Expanded operations: 5 to 22 dedicated staff members (from 2017 -2025)



Creation of our STREAM team to support the continuation of the MRI monitoring program



Photo: Erin representing Mulloon at Bundanon on the spectacular Shoalhaven River as part of the Water Stewardship Program



# Mulloon Rehydration Initiative

The Mulloon Rehydration Initiative (MRI) is Mulloon Institute's flagship project and the foundation for all our science-based landscape repair work. It demonstrates how catchment-scale rehydration can restore natural landscape function, strengthen resilience to climatic extremes and improve agricultural productivity.



Photo: An engaging and informative Mulloon Creek landholder discussion with Peter Hazell at the 2024 Mulloon Rehydration Conference.

Located in the Mulloon catchment east of Canberra, the project is rebuilding the natural hydrology of an entire landscape. Through the strategic placement of in-stream structures, reconnected floodplains and revegetated riparian zones, the MRI is restoring the flow and storage of water across the catchment. The result is a living example of how natural processes can be reinstated to create more reliable stream flows, improved ecosystem health and productive, drought-resilient farmland.

The MRI's impact reaches far beyond the catchment itself. It has become a nationally recognised model for landscape-scale repair, inspiring landholders, researchers and policymakers across Australia. Early results have shown measurable increases in biodiversity, biomass production, improved water quality and quantity. These outcomes demonstrate that rehydrated landscapes support ecological recovery and productive agricultural landscapes.

A Soils for Life case study on the Mulloon Creek Catchment notes that landholders participating in the MRI reported *"outstanding results from slowing down the creek and building up surrounding pasture."*

Neighbour John West from 'Westview' has seen *"a remarkable transformation on his part of the creek, in a very short time. In 12 weeks, and with five interventions, John's seeing fish and birds for the first time in decades, as well as clean water good enough for a dip."*

Source: Soils for Life case study "Mulloon Creek Catchment" (2024)





*Photo: During and after in-stream structure works at Duralla, Mulloon Creek NSW.*





Part 4:

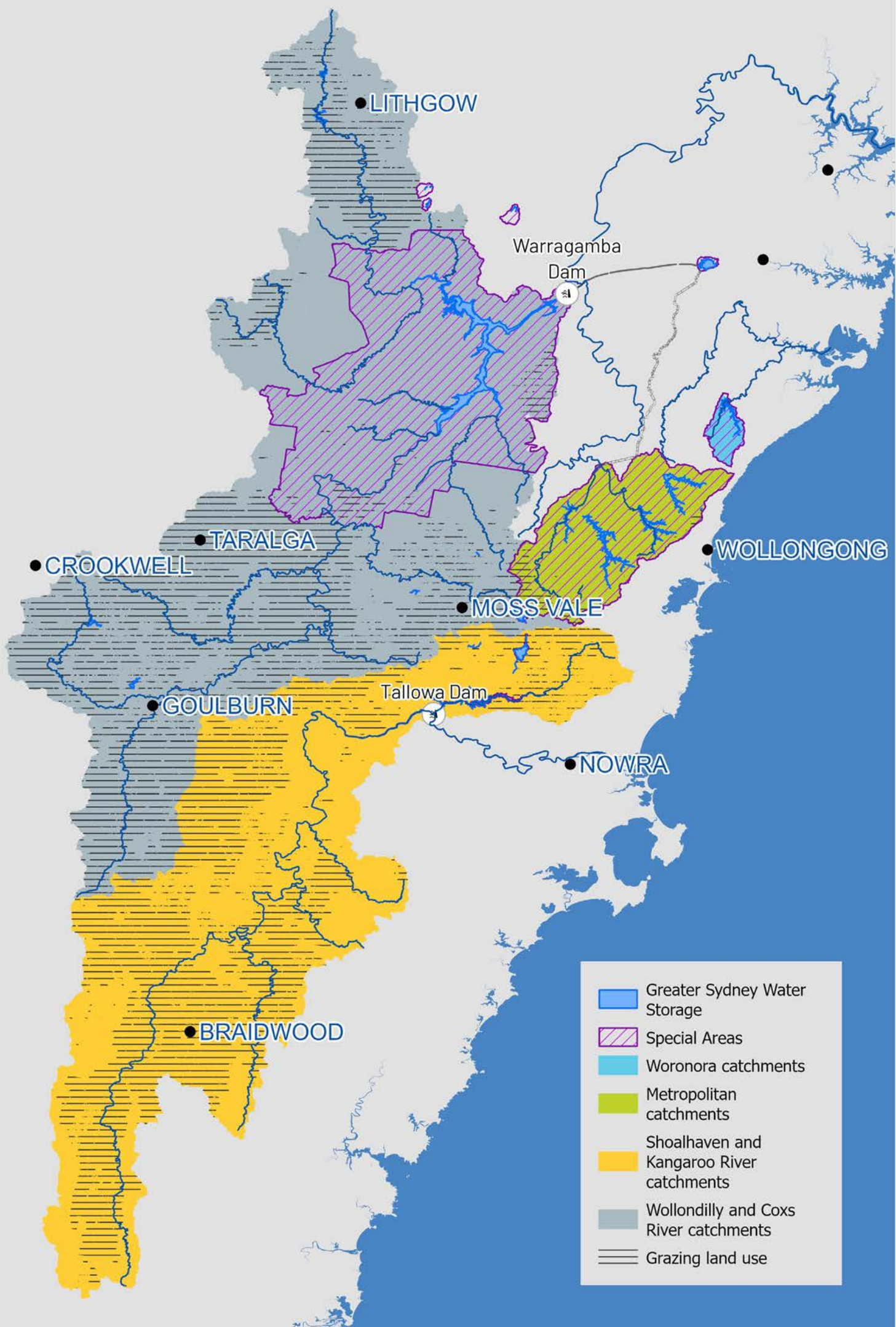
# Partnerships Fuelling Growth: Funding Momentum at Mulloon

*Photo: A harmonious, functional, rehydrated landscape at Baarlijan outside of Braidwood, NSW.*











# Water Stewardship Program



Photo: The Water Stewardship Program community of practice is underway in the Sydney Drinking Water Catchment!

The Water Stewardship Program is a transformative initiative led by the Mulloon Institute in partnership with WaterNSW, designed to restore the Sydney Drinking Water Catchment through landscape rehydration and regenerative practices. The program is focused on community and landscape scale works, bringing people together and building the foundations for landscape-scale benefits. Demonstration projects showcase nature-based solutions – such as natural infrastructure, revegetation and other nature-repair activities that are proven to enhance waterway and catchment health. Supported by The Ian Potter Foundation, this visionary program builds communities of practice and a culture of stewardship, ensuring the long-term vitality of our landscapes and the sustainability of Australia's most precious water resources.

The Water Stewardship Program is funded by WaterNSW, providing up to \$1.7 million over the initial two-year pilot phase.

## Key Partners & Locations

- Hartley Vale, Braidwood, Kangaroo Valley, Moss Vale, Bowral, Bungendore, Goulburn.
- WaterNSW
- Ian Potter Foundation
- Lithgow-Oberon Landcare Association
- Upper Shoalhaven Landcare
- Goulburn-Mulwaree Landcare
- Southern Highlands Landcare
- Wingecarribee Shire Council

*"We cannot regenerate degraded landscapes and improve water quality without a much deeper consideration of water stewardship. Collaboration is central for WaterNSW and our role to safeguard the health of the Greater Sydney drinking water catchment. Mulloon Institute are leaders in this work and are an ideal partner to help drive this change."*

Ronan Magaharan (Executive Manager Operations, WaterNSW)  
Article: "Announcing an innovative, community-led water stewardship program" on the Mulloon Institute website (2025).



# The Ian Potter Foundation



*Photo: The Mulloon team leading the Water Stewardship Program Engagement Day at The Barn on Home Farm.*

In a significant development for Australian water stewardship, a not-for-profit organisation, a state-owned corporation and a philanthropic foundation have joined forces to drive systems change across one of the nation's most critical water catchments. The Ian Potter Foundation, WaterNSW and the Mulloon Institute have established an unprecedented partnership centred on the Sydney Drinking Water Catchment, marking a new era of community-based landscape restoration and climate resilience.

This project underpins the new Water Stewardship Program, piloting an EOI process for project participants, establishing a framework for ongoing WaterNSW funding, and providing a model for how other funders can support community-led, climate-adaptive water stewardship initiatives. Its goal is to restore local water cycles and enhance catchment health by strengthening local networks and applying a proven "Communities of Practice" (CoP) model for grassroots capacity-building.

The Water Stewardship Program is supported by The Ian Potter Foundation, providing \$780,000 over four years.



# First Nations Water Stewardship Program



*Photo: Mulloon joined Northeast Wiradjuri Company and Uncle Peter Swain at Wirrimbirra for two inspiring days co-designing the First Nations Water Skills Certificate on a property dedicated to regeneration, biodiversity and cultural learning.*

This is a co-design project to develop and trial a First Nations Water Stewardship Skills Certificate. It aims to develop a skills pathway that can be delivered on Country, which builds skills using nature-based solutions to heal degraded landscapes and care for water sites in ways that are attuned to local cultural meanings and values. The long-term goal is that the Certificate unlocks opportunities for more employment and project leadership opportunities in land restoration among First Nations groups and increases Farmer/First Nations collaboration in climate-smart water management.

## Consortium Partners:

- Back to Country
- North East Wiradjuri Company Ltd
- Kandos School of Cultural Adaptation
- Uncle Peter Swain
- Aurecon

The First Nations Water Stewardship Program is funded by the Australian Government under the National Heritage Trust's Climate-Smart Agriculture Program, providing \$998,000 over three years.



# Landscape Function Toolkit (LiFT)



*Photo: Nature repair planting underway at Home Farm, supporting landscape regeneration and biodiversity recovery.*

This project will create a landscape function toolkit which is co-designed with technical experts, scholars and First Nations and tailored to natural capital markets and Nature Repair compliance frameworks. It will provide accessible workflows and methods adaptable to diverse agricultural enterprises and monitoring technologies.

LiFT will meet the need for simple tools to manage complex landscape systems in the face of climate change and thrive in a sector that is rapidly incorporating the Nature Repair agenda. The innovative value of this project lies in its whole-of-system approach by bringing passionate experts together to formulate an easy-to-understand, streamlined pathway for landscape function-oriented measurement and decision-making.

LiFT is funded by the Australian Government under the National Heritage Trust's Climate-Smart Agriculture Program, providing \$3.8 million over four years.

## Consortium Members:

- Aurecon
- Australian Rivers Institute
- The Borevitz Lab, ANU
- Cibo Labs
- Commonland Foundation
- HydroTerra
- Jillamatong Regenerative Beef
- Kooma Traditional Owners Association Inc. (TOAI)
- Landcare NSW
- Noongar Land Enterprises
- Regen Farmers Mutual
- Top End Conservation Management
- WaterNSW
- Wyloo Pastoral
- Drought Resilience and Adoption Hubs

## Demonstration sites:

- "Lorinna", Braidwood NSW
- "Duralla", Mulloon NSW
- Gnowangerup, WA
- "Paraway", Boyup Brook WA
- Jamba Dhandan Daringala IPA Kooma TOAI (QLD)



# TIMME - Training, Implementation, Mentoring, Monitoring and Evaluation



Photo: The Mulloon team in training at the Barn on Home Farm, expanding our collective knowledge and education to share with our communities through the Learning Programs.

TIMME is a systems-thinking framework designed to build resilient communities, landscapes and natural capital at scale at six demonstration sites. Acknowledging the complexity of agricultural ecosystems, TIMME will enable local communities to work collaboratively on developing and constructing landscape-scale projects that achieve measurable benefits for land, water, people and biodiversity. The project is grassroots in spirit, with Mulloon Institute staff working to support local networks. Incorporating a range of valuable skills to unlock whole-of-systems approaches to achieving community and ecological resilience, including the baselining and ongoing assessment of tipping points, TIMME will help communities to better understand thresholds beyond which landscapes and natural capital may deteriorate without intervention.

TIMME is funded by the Australian Government's Department of Agriculture, Fisheries and Forestry through the Future Drought Fund (Resilient Landscapes Program), providing \$5.9 million over six years.

## Our consortium includes:

- Australian Holistic Management Co-operative Limited
- Back to Country Limited
- Blackwood Basin Group Incorporated
- Cibo Labs Pty Ltd
- Greening Australia Ltd
- Inside Outside Mgt Pty Ltd
- Institute of Regenerative Leadership
- Noongar Land Enterprises Incorporated
- Snowy River Interstate Landcare Committee
- Soil Land Food Pty Ltd
- The University of Sydney
- Upper Deua Catchment Landcare Group
- Upper Shoalhaven Landcare Council Incorporated
- Winyama Pty Ltd



# Our Supporters

Our work is made possible through the generous support of various individuals and organisations.

## Major Donor



**The Ian Potter  
Foundation**

## Major Sponsor



## Key Funders



Australian Government

**National  
Landcare  
Program**



**Australian Government  
Department of Agriculture,  
Fisheries and Forestry**



**Future  
Drought  
Fund**



**Department of  
Primary Industries and  
Regional Development**



## Key Collaborators





# Catchment Rehydration Selection Tool (CReST)

CReST is a decision-support model designed to prioritise catchments across New South Wales that warrant further investigation for implementing landscape rehydration infrastructure and practices. It provides high-level guidance for identifying agricultural areas where investment in rehydration can deliver the greatest environmental, agricultural and social benefits at the catchment scale.

CReST focuses on two main areas of suitability: watercourse infrastructure in-stream structures, and riparian zone interventions, including revegetation. Its purpose is to improve the efficiency of resource allocation, ultimately supporting nature-based solutions that restore hydrological function, enhance soil moisture, and strengthen landscape resilience.

Intended users include government agencies, regulators, industry, land managers, farming communities and private organisations seeking to prioritise and invest in rehydration initiatives. CReST has been developed as a dynamic and evolving tool. Further funding would allow ground-truthing and validation to refine its accuracy, and incorporation of future updates, available from new datasets and spatial information. These continuous improvements will ensure CReST remains a reliable and practical tool to guide investment and action in landscape rehydration.

The concept for CReST emerged from a strong partnership between Mulloon Institute and HydroTerra, built on shared work validating landscape rehydration practices. Research led by Mulloon Institute has consistently demonstrated the far-reaching ecological and agricultural benefits of rehydration. Building on this evidence, the team sought ways to enable broader adoption of restorative practices across NSW.

Collaboration expanded to include the New South Wales Department of Primary Industries (NSW DPI), whose support through the *Climate Smart Pilots Project – Demonstrating Adaptation Program* helped bring CReST to life. Together, these partners have created a model that provides a practical roadmap for investment to scale up rehydration interventions, supporting catchment health, agricultural productivity, social cohesion and climate resilience across the state.







*Photo: Chris Inskeep sharing findings from CReST with Carolyn Hall and local landholders on Mulloon Creek.*



# Communities of Practice Project (CoPP)

Between 2023 and 2025, Mulloon Institute's Communities of Practice Project (CoPP) worked with land managers and communities across Australia to educate and build capacity to deliver landscape rehydration works. The goal to restore water cycles and landscape function in partnership with five communities to help manage climate risk.

Funded by the Australian Government's Future Drought Fund, the program educated producers to build skills in water-retaining natural infrastructure and farm systems. Over two years, Mulloon Institute guided participants in catchments nationwide to plan and implement nature-based drought resilience projects. The program also fostered collaboration with Indigenous custodians and local communities of practice for lasting impact. From 2023–2025, five communities participated in two streams: Land Managers and NRM Professionals/Community Leaders.

Mulloon Institute partnered with Soils For Life to capture national stories on rehydrating catchments, which were showcased on our website and social media.

Communities of Practice Project (CoPP) was funded by the Australian Government's Department of Agriculture, Fisheries and Forestry through the Future Drought Fund, providing \$966,285 over two years.

*"The value of talking to neighbours in your landscape who have done the work, who have proven its viability, it is possible and the impact on the landscape in a positive wayb is so tangible."*

*"We've seen a huge increase in grass species. We've legumes come back in the landscape, and this helps with fattening cattle"*

*"One hundred percent groundcover, 100 percent of the time, is our major goal. If what we do here can be adopted, at scale, we can keep more water on any land."*

Fiona McBean, Old Cameron Downs, Batchelor NT

*"This sort of work builds resilient communities. It goes back to the ancient history of this country. We are part of the country, and we have to look after the country."*

Lance Mudgway

The CoPP introduced the following learning options to the communities:



## Field Days

Introduced Mulloon Institute's approach to fostering drought resilience and restoring degraded land. Participants gained a foundational understanding of landscape processes and the critical role of water cycling in functional landscapes.



## Bootcamps

A skills-based, two-day course was designed to build participants' capacity to implement a landscape rehydration project and optimise water cycling on their property.



## Mentoring

Select bootcamp graduates were offered one-on-one mentoring to support them to design, plan and implement a low-risk project.



## Boots on Ground Project Day

Practical, on-ground events for the whole community to see a project designed and built, as a result of the Mentoring Program. These hands-on project days have been a highlight for many of the communities involved.



## Professionals Program

Natural resource management professionals and community leaders in Western and South-Eastern Australia have been supported to advance their technical skills in landscape rehydration and strengthen their community engagement strategies to support improved ecological and farming outcomes in their region.



## Training by state



Field days

NSW, NT, QLD, VIC, WA



Bootcamps

NSW, NT, QLD, VIC, WA



Mentoring

NSW, NT, VIC, WA



Professionals Program

ACT, WA



Project Day

NSW, NT, QLD, VIC, WA

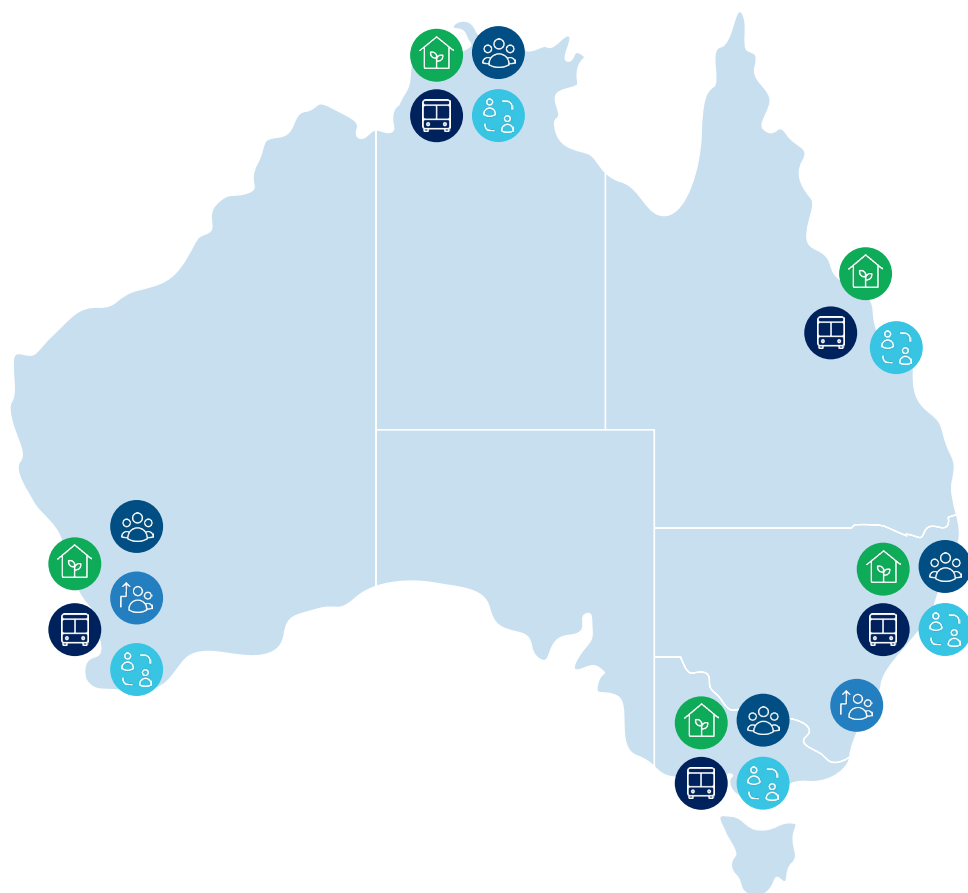


Photo: The Victorian Bass Coast community of practice had the opportunity to 'deep dive' into property mapping, focusing on their visions, goals, priorities and key issues regarding water in their landscapes during their bootcamp.



# Building a Global Reputation

Our research has been presented to environmental leaders around the world.



In December 2024, Mulloon Institute's CEO, Carolyn Hall and Spatial & Remote Sensing Specialist Chris Inskeep travelled to COP 16 of the UN Convention to Combat Desertification in Riyadh in the Kingdom of Saudi Arabia. The Mulloon Rehydration Initiative was the Australian case study for the UN-commissioned Economics of Drought Report, prepared by our partners, the Economics of Land Degradation Initiative. The report acknowledges the role of nature-based solutions in restoring soil health and landscape function and in empowering communities in the face of drought. The report launch at COP 16 saw the awareness of the MRI become truly global.

Following Mulloon's debut in Riyadh, colleagues from the German Society for International Cooperation (GIZ) invited Carolyn to Berlin for the Partners for Change – SOILutions for a Food Secure, Resilient, and Sustainable Future conference. She soon realised "this wasn't just another conference". As Mulloon's CEO and a member of the Economics of Land Degradation (ELD) Initiative, Carolyn joined a critical global conversation on scaling soil restoration and raising Mulloon's profile among 150 delegates from 30 countries.

In June 2025, Commonland again supported Mulloon Institute CEO Carolyn Hall to participate in the Asia Pacific Ecosystem Leadership Program. The ELP is a multi-year program for change-makers and innovators in the region, designed to activate awareness-based systems change. It provides a platform to develop skills for systemic change, build a network of practitioners, and connect with one's local context. This course is led by Otto Scharmer, a Senior Lecturer at MIT and Founding Chair of the Presencing Institute.



Mulloon's Environmental Engineer and WSP Program Manager, Erin Healy, travelled through Arizona, northern Mexico and the High Plains of the Texas Panhandle in early 2025 to share Mulloon's work and learn from others using natural infrastructure and nature-based solutions to rehydrate dryland environments. Alongside collaborators from the USGS, Cuenca Los Ojos, Ogallala Life and Frying Pan Ranch, she explored projects demonstrating restoration in action – from beaver dams in the desert to process-based restoration. Erin also presented Mulloon's rehydration approach to local communities, strengthening global connections in landscape restoration.

Thanks are extended to GIZ and philanthropists who provided specific funding for travel expenses. No overseas travel expenses were borne by the Institute.



Photo: Carolyn Hall (with Mulloon's Chris Inskeep), panel member at COP16 Riyadh.



Photo: Carolyn Hall presenting at Partners for Change – SOILutions for a Food Secure, Resilient, and Sustainable Future conference in Berlin.



Photo: Erin and Dr Laura Norman, researcher with US Geology Survey, specialising in natural infrastructure in dryland systems in front of Kim Williams' Water Cycle Patterns and Processes artwork.



Photo: Erin with water cycle restoration champion and Founder Valar Clark and Anays Blanco, Executive Director's Assistant at Cuenca Los Ojos. Standing in front of natural beaver dam created after the species was re-introduced to this desert waterway.



Photo: Erin presenting at Landscape Rehydration Field Day at Wild Cat Bluff, Amarillo, Texas.





Part 5:

# Beyond the Back Fence: A National Snapshot

*Photo: Professionals Intensive training out in the field in NSW as part of the Communities of Practice Project.*







# NSW – Restoring Wetlands, Rebuilding Habitat: Carwoola's Rehydration Journey

**Country:** Gundungurra – Ngunnawal – Ngarigo - Yuin

**Funding:** Private philanthropy, Mulloon Institute and NSW Environment Trust



A major rehydration project at Carwoola is reconnecting river and floodplain, restoring frog habitat and engaging volunteers in hands-on revegetation.

After five years of planning, the Molonglo Catchment Rehydration Initiative at Carwoola has reached a transformative milestone. The project aims to restore the hydrological function of the Upper Molonglo River floodplain and support the last known population of the endangered Green and Golden Bell Frog (GGBF) in the NSW Southern Tablelands. Unfortunately, the GGBF has not been seen in the last two frog surveys. The works have restored and enhanced GGBF breeding habitat and can support a translocation program proposed by the University of Canberra.

Stage 1, completed in early March 2025, involved constructing eight in-stream structures across a 3 km reach of the river. These structures raised the incised riverbed by up to one metre, reconnecting the river with its floodplain. Stage 2 works followed and involved seven sites of floodplain earthworks focused on reestablishing floodplain connectivity, which had been restricted by an artificial levee. The works involved levee cut-outs to redirect flows into pre-existing flood runners. Stage 2 also involved the construction of two wetlands, providing the ability to undertake managed inundation events, helping mitigate the impact of the invasive mosquito fish on GGBF breeding success.

To support ecological recovery, three planting events were held post-construction. In early March 2025, volunteers transplanted aquatic plants around the new structures, learning about the project's goals and the frog habitat needs. A second workshop in late March focused on planting riparian vegetation to stabilise banks and enhance biodiversity. In May 2025, Mulloon staff and volunteers returned to complete the riparian planting, ensuring rapid vegetation establishment across the site.

The project was overseen by Mulloon Institute's Senior Landscape Planner, Jack Smart, with support from a multidisciplinary team including herpetologist Sam Patmore, Mulloon Institute's Field Officer, Max Brunswick and Landscape Planner, Mitch Lennon. Their collaboration ensured that both engineering and ecological goals were met.

Carwoola now stands as a flagship example of how landscape rehydration can restore habitat, reconnect ecosystems and engage communities in meaningful environmental stewardship. Stay tuned for the second instalment of the Molonglo Catchment Rehydration Initiative, Foxlow Station, where restoration works are due to commence late in 2026.



# NT - Old Cameron Downs, Batchelor

**Country:** Kungarakany

**Funding:** Australian Government's Future Drought Fund



A *Boots on Ground* event, where a powerful story of transformation in biodiversity and productivity through nature-based solutions was shared.

In May 2025, land managers and experts gathered at Old Cameron Downs to witness how degraded country was transformed through landscape rehydration.

When Fiona and Pete McBean purchased Old Cameron Downs in Batchelor, Northern Territory, they inherited a landscape in distress. The paddocks were sparse with trees, the pastures choked by weeds, and the property's only spring flowed for just two to three months each year – its water quickly lost to an incised gully. But in May 2025, the property told a different story.

The McBeans hosted a Boots on Ground day, the final stage in a collaboration with Mulloon Institute and Territory NRM. The event brought together producers, scientists and community members to explore how nature-based solutions can restore the local water cycle and build drought resilience.



Fiona and Pete were among the first land managers in the Northern Territory to host Mulloon Institute nearly five years ago when Peter Hazell first delivered a workshop at Old Cameron Downs. Since then, they've worked closely with Mulloon experts to restore the natural function of the creek system running through their property. Using natural infrastructure such as rock weirs, contour banks and revegetation, they've rehydrated the landscape, extended the growing season and brought life back to the soil.

Attendees walked the transformed paddocks, observing how strategic earthworks and ecological design had reshaped the terrain. Fiona McBean shared insights into the challenges and triumphs of the journey, while Mulloon's rehydration specialists Lance Mudgway and Tony Wells explained the science behind the interventions. The event emphasised peer learning, with producers exchanging ideas and experiences to replicate success across the region.

Old Cameron Downs now stands as a living example of what's possible when community, science and stewardship converge. From degraded land to a thriving ecosystem, the McBean's story offers hope, and a blueprint, for others facing the pressures of a changing climate.



# QLD – Marmadilla Mentoring Project Day Action

**Country:** Gayiri

**Funding:** Australian Government's Future Drought Fund



A hands-on mentoring day at Marmadilla brought land managers together to build rock weirs, share knowledge and strengthen landscape resilience.

In November 2024, 13 land managers gathered at Marmadilla, the property of Jason and Carla Foot near Springsure, Queensland, for a Boots on Ground project day that blended practical restoration with peer-to-peer learning. Despite a punishing 40°C heatwave, participants remained focused and inspired as they worked together to finish a large rock weir and survey future rehydration sites.

The Foots had recently constructed a gully plug and two rock weirs on a small watercourse near their home. With guidance from Mulloon Institute experts Tony Wells and Sam Skeat, the final stages of the weir were left incomplete so attendees could engage directly with the construction process. Participants collected and placed basalt rock to complete the downstream ramp, gaining firsthand experience in how these structures slow water, reduce erosion and restore catchment hydrology.

Beyond the physical work, the day was rich with discussion. In the field, land managers explored topics such as landscape geomorphology, water movement and the principles behind natural infrastructure. After lunch, they used a laser level to survey a nearby site for a future gully plug, applying what they'd learned in real time.

The event emphasised capacity building through action. Land managers didn't just observe, they practiced, questioned and collaborated. By the end of the day, they had not only contributed to building a functioning rehydration structure but also deepened their understanding of how to apply these techniques on their own properties.

Marmadilla now stands as a model of community-led restoration, showing that even in extreme conditions, knowledge-sharing and hands-on work can drive meaningful ecological change. The rocks may have been hot, but the momentum for regeneration was even hotter.



# SA – A road trip through South Australia's Arid Lands

**Country:** Kokatha and Adnyamathanha

**Funding:** The Mulloon Learning Program curriculum has been developed with the support of the NSW Government, through its Environmental Trust. The events were facilitated and funded by the SA Arid Lands Landscape Board.



Reading the land, restoring the flow: Rehydration road trip builds skills in South Australia's Pastoral District.

In May 2025, Mulloon Institute landscape planners Lance Mudgway and Mitch Lennon embarked on a road trip through South Australia's arid lands, delivering two immersive education events focused on landscape rehydration. The sessions brought together pastoralists, extension officers and land managers to build practical skills for restoring natural landscape function in dry, erosion-prone environments.

The first event was a one-day field day in the Kingoonya Pastoral District, where fifteen participants from eleven pastoral leases gathered to explore the positive and negative ways in which water interacts with rangeland terrain. After a morning demonstration, the group visited multiple sites to learn how to 'read' the landscape and assess runoff patterns. At Bon Bon Station, participants examined a waterway where sediment control structures have been installed to slow the flow of water. There were signs of sediment build-up and vegetation recovery demonstrating how low-tech interventions using readily available materials can begin rebuilding the natural function of the landscape.

The second event was a two-day bootcamp hosted at Mt Victor Station in the North East Pastoral District. Participants from seven pastoral leases and two properties engaged in interactive sessions on catchment mapping, soil sampling, site surveying and ecological monitoring. Field visits highlighted the importance of road and dam catchment design and showcased techniques already in use, such as 'whoa-boys' on station tracks and grader blade 'scallops' to revegetate scalded areas.

These events focused on the unique challenges of arid landscapes, where rainfall is infrequent and must be captured and retained when it arrives. Rehydration techniques help slow water, reduce erosion and improve infiltration – critical for soil health and long-term productivity. By combining practical demonstrations with peer learning, the field day and bootcamp strengthened local knowledge and confidence in reading landscapes, as well as planning and implementing regenerative works.

This approach reflects Mulloon Institute's commitment to building skills, sharing knowledge and supporting resilient land management across diverse landscapes.



# WA – Western Australia Steps Up: A Season of Learning and Action

**Country:** Kaniyang/Bibbulman, Kaniyang, and Wajuk/Balardung

**Funding:** The Mulloon Learning Program curriculum has been developed with the support of the NSW Government, through its Environmental Trust. Other funding support was from the Western Australian Government State NRM Program, Blackwood Basin Group, Regen WA (Perth NRM Restoration Impact Framework funded by Lotterywest, State NRM and Commonland) and Australian Government's Future Drought Fund.



Three events across WA have sparked a wave of capacity building, showcasing how mentoring, partnerships and practical action are restoring landscapes.

Over the past year, Mulloon Institute has led a trio of impactful events across Western Australia, each designed to build land manager capacity, strengthen partnerships and accelerate landscape rehydration. From Boyup Brook to Wilga and Muresk, these gatherings have brought together producers, professionals and mentors to share knowledge and apply it directly to the land (Noongar Boodja).

In October 2024, the Pensini family hosted a field day at their organic beef property, Paraway, in Boyup Brook. With support from Regen WA, Blackwood Basin Group and the WA State NRM Program, attendees explored soil pits, watched a live contour bank demonstration and learned how rehydration strategies underpin both ecological restoration and premium beef production. Mulloon's Hydrologist Lance Mudgway and agronomist Col Bowey (CB Farming Systems) guided discussions on tailoring regenerative practices to local contexts, emphasising that perfection isn't the goal, but progress is.

In March 2025, a hands-on skills tour visited Wilga Farm and Sunnyside Family Farm. At Wilga, Brett and Nat Ridley worked with mentors to design and build contour networks that captured surface flows and improved infiltration. At Sunnyside, Michael Coghill and the team constructed rock weirs to slow and spread water across the landscape. Both sites demonstrated how natural infrastructure, when paired with local knowledge, can transform water management and soil health.

Earlier in July 2024, Mulloon Institute hosted a four-day Professionals' Intensive at Muresk Institute, bringing together 20 NRM professionals for deep dives into salinity, waterlogging, erosion and climate resilience. Facilitated by Mulloon's Lance Mudgway and Erin Healy, the course blended theory with hands-on activities, including micro brush-pack models and landscape mapping. The event emphasised the importance of building a network of skilled practitioners ready to lead change across WA's diverse regions.

Together, these events reflect a growing movement – one rooted in collaboration, practical learning, shared stewardship and collective action. With strong partnerships and a commitment to mentoring, WA's rehydration efforts are gaining momentum – one contour, one conversation and one community at a time.



# VIC – Boots on Ground: Regeneration in Action on the Bass Coast

**Country:** Boonwarrung

**Funding:** Australian Government's Future Drought Fund



A hands-on event at Mt Pleasant, delivered in partnership with Bass Coast Landcare, showcased how mentoring and natural infrastructure are restoring creeks, building biodiversity and strengthening land manager capacity.

In early 2025, the Mt Pleasant demonstration site on Victoria's Bass Coast hosted a Boots on Ground project day that brought land managers, mentors and community members together for a day of practical learning and ecological restoration.

Participants rolled up their sleeves to construct seven in-stream structures, including rock weirs, log-sills and brush weirs. These natural infrastructure elements are designed to slow water flow, reconnect creek systems and improve catchment hydrology. The collaborative nature of the day allowed attendees not only to learn the techniques but also to understand the reasoning behind them, particularly how slowing water movement supports soil health, water cycling and nutrient cycling.

The event built on earlier work at Mt Pleasant, where the land managers had already fenced off riparian areas of the creek from livestock, allowing revegetation to take place. These areas now function as shelter belts, offering shade, habitat and wind protection while boosting biodiversity and grass production. The transformation was visible: healthier pastures, more stable creek banks and thriving native vegetation.

Importantly, the field day emphasised capacity building. Land managers gained confidence in reading their farm landscapes, applying ecological principles and adapting their management practices. Mentors provided guidance not just on technique, but on long-term stewardship – what to prioritise and how to monitor and respond to landscape changes.

The success of the event lies in its ripple effect. Attendees left with new skills, fresh perspectives and a sense of shared purpose. Mt Pleasant continues to stand as a regional example of how landscape rehydration can lead to lasting ecological change.





## Part 6:

# Finance & Governance

*Photo: Brushpack Field Day at Bungendore where participants learned to utilise natural infrastructure as an inexpensive solution to pathway erosion.*







# Mulloon Finance Report



**Kathy Kelly**  
Chief Financial Officer

What a difference a year makes – once again, the volatility of farming and climate is highlighted in our financial results. After four very wet years, 2025 gave us a more normal rainfall pattern that not only gave our farm team the base for their good result, but also enabled the Mulloon Institute and Consulting teams to get some long awaited ground works projects completed.

The Mulloon Institute team, headed by our brave CEO, have worked tirelessly to grow our revenue through grants, philanthropy, sponsorship and targeted fee for service work. Finally, we have achieved breakeven results with some of our corporate overheads being required to be funded through our farm profits. Combined with our farm result, the consolidated surplus for the group for the 2025 year was \$820,511, remembering that the prior year showed a deficit of -\$782,169. For the combined two years, we are slightly ahead. These numbers are before the movement in the value of our investment portfolio, which fortunately also moved positively in the 2025 financial year. No investments were required to be sold in the 2025 financial year to fund operations – a satisfying result. Whilst the Group profit was strong, led by our farm result, this was largely reinvested back into new capital improvements on the farms, including new mobile chicken sheds that now provide increased biosecurity for our productive egg-laying chooks. Further funding for the farm was obtained from the Commonwealth Bank during the financial year, and a large part of this has already been repaid.

Contributions from philanthropy increased substantially this year, however, much of this has been dedicated to specific on-ground projects that required funding in addition to grants that had been received.

The 2025 financial year saw a period of transition where we had limited revenue to fund our continued maintenance and scientific monitoring of the Mulloon Rehydration Initiative. The monitoring team has pivoted to provide services across the Group. Some recent grant revenue has been and will be directed to the MRI for specific tasks, however, this remains an area where further long-term sustainable funding is needed to fully achieve our objectives of continuing to scientifically prove the fantastic results being witnessed.

We have had sustained growth in the volume of our activities and thus our revenue, staff numbers and a better bottom line. Our team continues to work tirelessly to deliver nature-based solutions in the form of landscape rehydration across the country, in line with our strategic plan. Our work at this stage is still largely funded by grants and philanthropy. Our business development strategy is paying dividends with corporate and private work increasing. The promise of natural capital markets may see a shift, however, satisfying regulatory frameworks makes our work costly and uncertain for private investment. We anticipate continued growth, supported by a robust pipeline of committed projects for the next three to five years.

Whilst our cash balances of over \$2 million are strong, it is noted that most of this is grant monies held in advance that we treat as being held 'on trust'.

We continue to invest in our systems and people and have strong internal controls and processes in place. This gives confidence to our funders, donors and clients. Good governance has allowed us to grow the organisation.

We extend our gratitude to Vitasoy Australia and our donors for their continued support, as well as to Commonwealth Bank of Australia for their steadfast partnership.

[CLICK FOR THE FULL 2025 FINANCIAL STATEMENTS.](#)





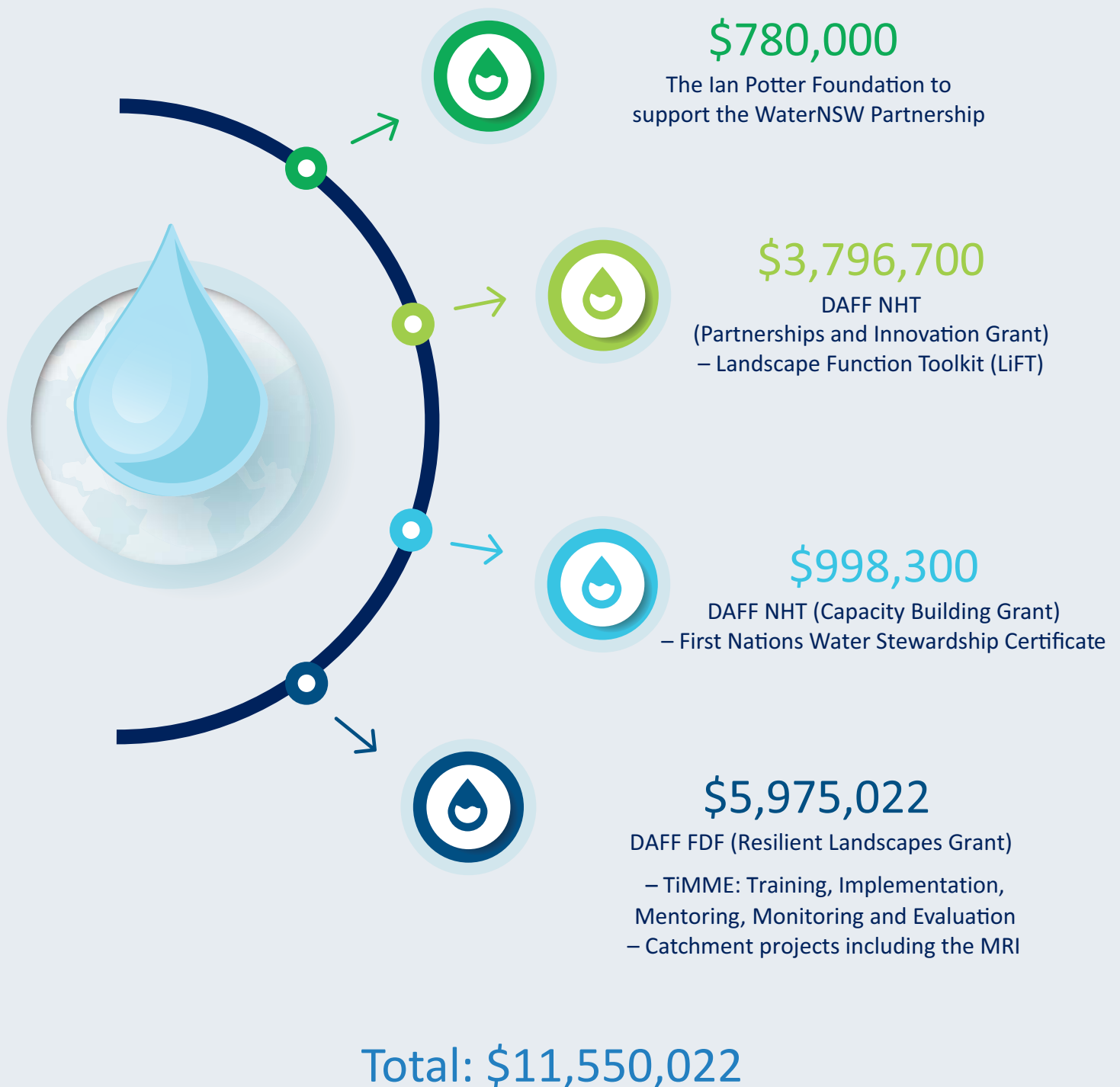
*Photo: Creating miniature models of in stream structures helps participants to understand how landscapes function.*



*Photo: Expert game-designers Boho Interactive led a first-class workshop for Mulloon, WaterNSW and Always Collective staff to demonstrate how gamification can support our work, bridging landscape repair, community and Country.*



# Grants Awarded in the 2025 Financial Year



DAFF: Department of Agriculture, Fisheries and Forestry  
NHT: National Heritage Trust  
FDF: Future Drought Fund





Photo: Boots on Ground Project Day in the Swan Brook Catchment. Grow Love Project.





**Mulloon Institute**



PO Box 126, Bungendore NSW 2621 Australia  
[info@mullooninstitute.org](mailto:info@mullooninstitute.org) | [mullooninstitute.org](http://mullooninstitute.org)