

**Delivering today.**  
**Looking to the future.**



**EPA  
VICTORIA**



# 2019/20 **Annual Plan**



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## **Our vision**

A healthy environment that supports a liveable and prosperous Victoria now and always.

# About EPA Victoria



## Our purpose

We protect the environment and people by preventing and reducing harm from pollution and waste.

## Our values

Successful implementation of our organisational strategy, *Our environment, Our health*, requires every EPA staff member to live our values.

### Excellence

- > we focus effort for best result
- > we are evidence and risk based
- > we learn from experience
- > we are agile and innovative

### Partnership

- > we support each other
- > we welcome diversity
- > we listen and learn
- > we involve people in decisions that affect them

### Accountability

- > we do what we say we will
- > we make timely decisions
- > we use sound judgement
- > we are transparent and objective

## We will also be exemplars of the Victorian Public Service values of:

- > Responsiveness
- > Integrity
- > Impartiality
- > Accountability
- > Respect
- > Leadership
- > Human Rights

## Purpose of 2019-20 Annual Plan

The Annual Plan outlines our commitment to the Victorian community, industry, business and government. It outlines our key focuses and priorities for the 2019-20 financial year that will enable us to deliver on our organisational strategy, *Our environment, Our health*, as well as EPA's transformation outcomes.

## Our regional presence

EPA serves Victorians from its offices in Carlton, Melbourne CBD, Dandenong, Traralgon, Wangaratta, Bendigo, Geelong and the Centre for Applied Sciences at Macleod.

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**EPA acknowledges the Traditional Owners and custodians of the land upon which we live and work. We pay our respects to their Elders, past and present. We draw inspiration from their traditional care for the land, water and air and join them in protecting these for all Victorians; now and in the future.**

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# Our strategic goals

To do our part in creating a healthy environment that supports a livable and prosperous Victoria now and always, we will focus on five goals:



## 01. Prevent harm

We prevent harm from pollution and waste by leveraging good environmental performance across community, business and government.



## 02. Equip community and business

We support Victorians to understand the condition of their environment and we work to ensure shared responsibility is accepted and understood by community and business.



## 03. Be an influential authority

We are a trusted source of advice on Victoria's environment and influential in working with others to address complex problems resulting from pollution and waste.



## 04. Respond to harm

We hold polluters to account and work with our partners to respond to pollution, emergency incidents and legacy contamination to minimise harm to Victoria's environment and people.



## 05. Organisational excellence

As an organisation, EPA commits to delivering on its goals by enabling a high-performance culture that values our people and supports them with fit-for-purpose systems and expertise.

# Message from the CEO

**2019-20 is an incredibly significant year for environmental protection in Victoria, with EPA's new, world leading legislation commencing on 1 July 2020.**

These laws place strong emphasis on the prevention of harm from pollution and waste to the environment and public health and will require all Victorians to proactively identify and manage environmental risks.

EPA's 2019–20 Annual Plan sets out delivery priorities for year three of our organisational strategy, *Our environment, Our health*. In 2019-20, we will equip Victorians to play their part in protecting our environment and public health, continue to take strong regulatory action to address the greatest pollution and waste risks across Victoria, and transform the capability of EPA's people, regulatory processes and technology to underpin the new preventative, duties based legislation.

Waste crime and illegal industrial and chemical waste stockpiling presents unacceptable risks to communities and the environment. EPA will continue leading the work of the Victorian Government's Resource Recovery Facilities Audit Taskforce – partnering with our co-regulators to audit recycling and other facilities and act on waste stockpiles that pose a risk of harm.

In 2019–20, EPA will also develop and introduce a new electronic GPS enabled waste tracking tool which will significantly improve the regulatory oversight of hazardous waste movement as well as continue to take strong regulatory action to disrupt waste crime, informed by cross-agency intelligence.

We will work closely with Victorian communities to respond to environmental and public health issues that matter most to them. Through investment in our applied science capability and new digital technologies we will also modernise how we help Victorians make informed decisions about their environment and health.

With the support of local councils, we will expand our successful Officers for the Protection of the Local Environment (OPLE) pilot. This expansion will see additional officers placed in councils where there is greater risk of waste stockpiling, complementing the great work OPLEs are already doing to tackle local pollution and waste issues in municipalities.

Our work with the community of Brooklyn in Melbourne's inner west to improve air quality issues will also continue to be a priority and we will commence a study on particulate matter in inner Melbourne – the results of which will inform future policy and pollution reduction strategies.

An enhanced AirWatch system and a new website will be delivered to provide community with clearer and more accessible information.

2019–20 will be an exciting year as we prepare for the commencement of our new preventative legislation. I look forward to us working together to prevent harm from pollution and waste across Victoria.

**Dr Cathy Wilkinson**  
**Chief Executive Officer**  
Environment Protection  
Authority Victoria  
22 July 2019





# Delivering today. Looking to the future.

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Clean air, water and land are essential to our environment and the lifestyle of every Victorian.

This Annual Plan sets out our commitment to delivering for Victoria's environment and people by preventing harm from pollution and waste and holding polluters to account.





# Focus areas for 2019-20

Delivering for Victoria's environment and people by preventing harm from pollution and waste and holding polluters to account.

## 01. Preparing for the new legislation

### We will:

- › Ensure EPA is ready to implement the *Environment Protection Amendment Act 2018* by continuing to develop the necessary systems, processes and regulations;
- › Train our people, in particular our authorised officers and delegated decision makers, so they can effectively implement the new legislation;
- › Support industry and business to transition to the new regulatory system through the provision of industry guidance and advice on their obligations;
- › Invest in new technologies to modernise how we engage with community – enabling us to provide more timely information that helps Victorians make informed decisions about their environment and health; and
- › Inform the community about their obligations under the new legislation through a public awareness campaign and targeted communications and engagement activities.

## 02. Waste, illegal dumping and stockpiling

### We will:

- › Lead the Victorian Government's cross agency Resource Recovery Facilities Audit Taskforce. This includes inspecting high-risk sites to ensure compliance with the regulations to minimise fire risk, as well as using intelligence to identify illegally stored waste;
- › Develop a new GPS waste tracker system to improve regulatory oversight of the production and movement of hazardous waste across Victoria and take strong regulatory action to disrupt waste crime; informed by cross-agency intelligence;
- › Commence the clean up of a large waste stockpile at Broderick Road, Lara; and
- › Deliver the Illegal Waste Disposal Program to reduce the risks to the environment and public health from illegal waste management, including illegal dumping.

### 03.

## Working with communities

#### We will:

- Address air quality issues faced by the residents of Brooklyn in Melbourne's west through the continued implementation of the Brooklyn Strategic Program. This program involves compliance and enforcement activities, engagement with industry to activate industry management plans and air quality modelling to predict poor air quality days;
- Commence a study on particulate matter in inner Melbourne – the results of which will help us develop targeted interventions and inform future policy and pollution reduction strategies to help protect the liveability of our environment;
- Establish an enhanced AirWatch system that publishes EPA air monitoring data online that informs community of air quality in 'real time';
- Continue to monitor recreational water quality and provide daily water quality forecasts to community as part of our summertime Beach Report program;
- Enhance our scientific capabilities to better inform decisions and advice, as well as empower communities to get involved through our citizen science program;
- Continue the Officers for the Protection of the Local Environment (OPLE) Pilot and expand the program to bring extra officers and councils on board. The pilot, which commenced in 2017, has been very successful in addressing small-scale pollution issues including dust, odour, noise and small-scale illegal dumping. OPLEs will also have a new focus on illegal waste and chemical stockpiling; and
- Contribute to Victoria's emergency response effort by providing technical advice to lead agencies during the planning, incident response and recovery phases, including the provision of air quality advice to help people make informed health decisions.

# Delivering year three of our strategy.



## GOAL 01 >

# Prevent harm



We prevent harm from pollution and waste by leveraging good environmental performance across community, business and government.

### EXAMPLES OF OUR REGULATORY SERVICES

- > Support for environmental policy
- > Development assessments and permitting
- > Intelligence gathering
- > Strategic and statutory planning
- > Issuing remedial notices
- > Licence maintenance
- > Preventative programs
- > Influencing Victorian major projects to adopt better environmental practices

### OUTCOME

**1.1** Regulatory effort delivers greatest preventative effect, informed by science and intelligence.

**1.2** Regulatory effort supports good performance, creates a level playing field, and encourages continuous improvement.

**1.3** Increased participation by business and community in preventing and managing environmental risk.

**1.4** Provision of early advice to influence land use planning decisions.

### WHAT WE WILL DO

**1.1.1** Finalise decisions on statutory approval applications within statutory timeframes.

**1.1.2** Complete a joint EPA/DELWP project to deliver new consolidated regulations and other subordinate instruments for the new laws.

**1.2.1** Deliver an inspection program focused on minimising significant risks to the environment and human health.

**1.2.2** Increase inspectoral effort focused on eliminating or minimising risks in the waste sector.

**1.2.3** Deliver a new waste tracker system to improve oversight of the movement of hazardous wastes and enable better targeted regulatory responses.

**1.3.1** Inform the broader Victorian community about the new legislation including its preventative focus and that environmental protection is a shared responsibility.

**1.3.2** Target widespread pollution issues of concern to the community.

**1.4.1** Respond to planning referrals within statutory timeframes.

**1.4.2** Build and maintain partnerships with key planning stakeholders to increase our influence.

## GOAL 02 >

# Equip community and business



We support Victorians to understand the condition of their environment and we work to ensure shared responsibility is accepted and understood by community and business.

### EXAMPLES OF OUR REGULATORY SERVICES

- > Making information available
- > Monitoring the environment
- > Compliance advice
- > Engagement
- > Customer service

#### OUTCOME

**2.1** Timely, accessible information on the condition of our environment and expert advice on the human health impacts of pollution and waste.

**2.2** Clear advice and guidance that supports compliance with environmental obligations.

**2.3** Community engagement in environmental management and decision-making.

**2.4** Acknowledged partnerships and clear role definition in environmental and human health protection.

#### WHAT WE WILL DO

**2.1.1** Monitor ambient and recreational water quality and provide daily forecasts to the community in summer.

**2.1.2** Monitor ambient air quality across Melbourne and regional Victoria and publish daily air quality information.

**2.1.3** Develop an enhanced AirWatch system that publishes EPA air monitoring data online to inform community of air quality in 'real-time'.

**2.2.1** Educate and inform Victorians, with a focus on business and government stakeholders affected by the changes to the legislative scheme, about the new regulatory environment and their compliance responsibilities.

**2.2.2** Partner with business to co-design guidance that supports awareness and understanding about environmental and human health risks, and reasonably practicable practices and technologies that can be implemented to eliminate or minimise those risks.

**2.3.1** Deliver EPA's Citizen Science Program to create opportunities for the community to engage in the applied science behind EPA's decision-making.

**2.3.2** Develop a Charter of Consultation for Victorians, outlining their rights, and EPA's commitment to public participation.

**2.4.1** Lead the Resource Recovery Facilities Audit Taskforce in the inspection and assessment of high-risk sites to ensure compliance with the waste management policy for Combustible Recyclable and Waste Materials to minimise risk of fires.

## GOAL 03 >

# Be an influential authority



We are a trusted source of advice on Victoria's environment and influential in working with others to address complex problems resulting from pollution and waste.

### EXAMPLES OF OUR REGULATORY SERVICES

- > Applied science advice
- > Waste policy advice
- > Environmental human health capability
- > Analysis of the environment
- > Engaging with partners and stakeholders

#### OUTCOME

**3.1** Applied expertise that shapes the monitoring, identification and reporting of environmental and human health risk and subsequent responses.

**3.2** Leadership in partnering with others to address complex pollution and waste challenges.

**3.3** Strong collaboration with other regulators to remain at the forefront of regulatory practice.

**3.4** Enhanced environmental public health capability that gives community confidence.

#### WHAT WE WILL DO

**3.1.1** Enhance science capabilities consistent with the Applied Science Strategy to better inform EPA decisions and advice.

**3.2.1** Deliver the Illegal Waste Disposal Program in partnership with key agencies, with a focus on identifying and intercepting criminal activity in the waste sector.

**3.2.2** Partner with WorkSafe and co-regulators to address the illegal transport and storage of liquid waste/ dangerous goods.

**3.2.3** Enable the ongoing management and remediation of the waste stockpile at Broderick Road, Lara.

**3.3.1** Share approaches of best practice environmental regulation via the Australasian Environmental Law Enforcement and Regulators neTwork (AELERT).

**3.3.2** Lead the interjurisdictional review to update air quality standards in the National Environment Protection Measure (Ambient Air Quality).

**3.3.3** Partner with Earth Resources Regulation to ensure effective consideration of environmental protection and human health impacts in the regulation of resources and mining sectors.

**3.4.1** Further embed our environmental public health capability and deliver sound advice to community on risks to human health from pollution and waste.



**We are strong and proportionate in holding to account those who do the wrong thing.**





## GOAL 04 >

# Respond to harm

We hold polluters to account and work with our partners to respond to pollution, emergency incidents and legacy contamination to minimise harm to Victoria's environment and people.

### EXAMPLES OF OUR REGULATORY SERVICES

- > Issuing remedial notices
- > Environmental audit system
- > Litter program
- > Noisy and smoky vehicle program
- > Investigations and sanctions
- > Incident response

### OUTCOME

### WHAT WE WILL DO

**4.1** Timely and proportionate consequences for those that do the wrong thing.

**4.1.1** Continue to implement EPA's Sanctions Strategy to improve the efficiency and effectiveness in which matters are prosecuted, or other sanctions are applied.

**4.2** High quality reporting of pollution incidents and timely risk-based response.

**4.2.1** Respond to reported pollution and emergency incidents within timeframes determined by EPA's risk-based incident response triage system.

**4.2.2** Timely action to respond to reports of litter and motor vehicle emissions.

**4.2.3** Continue to enhance our state-wide pollution response capability and capacity to improve consistency and coverage.

**4.3** Technical advice on pollution and waste that makes a significant contribution to Victoria's emergency management system.

**4.3.1** Provide technical advice to lead agencies during emergency planning, incident response and recovery phases within agreed timelines.

**4.4** Timely identification and management of legacy contamination that ensures land is efficiently returned to a safe and useful purpose.

**4.4.1** Improve EPA's capabilities in the identification, assessment and management of legacy contamination.

**4.4.2** Enable formerly licensed landfills to transition to post-closure regulatory instruments.

## GOAL 05 >

# Organisational excellence



As an organisation, EPA commits to delivering on its goals by enabling a high-performance culture that values our people and supports them with fit-for-purpose systems and expertise.

### EXAMPLES OF OUR REGULATORY SERVICES

- > Safety, health and wellbeing
- > Continuous improvement
- > Corporate enablers (Leadership, Culture, Values)

#### OUTCOME

**5.1** Service delivery that reflects community, business and government expectations.

**5.2** Good governance.

**5.3** Business systems and processes that continuously improve to support delivery.

**5.4** Staff safety, health, wellbeing and development.

#### WHAT WE WILL DO

**5.1.1** Deliver the Minister's Statement of Expectations.

**5.1.2** Appropriately train, authorise, and delegate powers to decision makers including frontline staff to operate under the new laws from 1 July 2020.

**5.2.1** Develop a new funding model that is more predictable and that supports the delivery of EPA's core functions and activities, ensures stakeholder confidence, maintains EPA's independence and is adequate and transparent.

**5.2.2** Develop and implement a compliance framework to support EPA in meeting its corporate legislative requirements and to continuously improve our compliance management awareness, capability and culture.

**5.3.1** Rebuild systems for field staff and other core regulatory functions to better support harm prevention and enhance mobile capabilities to enable more efficient field operations.

**5.3.2** Improve our analytical capability to link data across segments to develop holistic knowledge of the state of the environment, impacts and regulatory options for preventing and responding to pollution and waste.

**5.4.1** Enhance EPA safety systems and approaches with a specific focus on health and safety when working in contaminated environments.

**5.4.2** Focus on growing our culture as constructive, high performing and outcomes focused.



**Strong collaboration with other regulators will remain at the forefront of our regulatory practice.**

# Operating financial forecast 2019-20

The budget has been developed to allow EPA to perform its role as an effective regulator and to transform the organisation in preparation for the commencement of the new Environment Protection Act on 1 July 2020. The consolidated deficit of \$22.6 million is a result of additional investment to be funded through prudent use of EPA's reserves to deliver on the Government's response to the independent inquiry into the EPA and thus transform the organisation to ensure that EPA can meet community, industry and government expectations.

In addition, EPA's 2019-20 budget includes a number of additional investments which were announced through the State Budget. This included funding of \$29.5 million to commence the Lara waste stockpile site rehabilitation works, including maintaining fire prevention measures and commencing works to clean up the site, and \$3.4 million for the continuation of the Officers for the Protection of the Local Environment pilot, including a small expansion to cover locations with higher levels of waste stockpiling.

Summary of 2019-20 operational forecast	2019-20 budget (\$million)
<b>Revenue</b>	
Municipal and industrial landfill distribution	43.4
Prescribed industrial waste levies	45.7
Investment income	3.4
Specific project funding/initiative funding	36.7
Fees, fines, licence levies, other	8.1
<b>Total Revenue</b>	<b>137.3</b>
<b>Operating Expenditure</b>	
People costs (salaried and agency staff)	67.9
Contracted Services	9.9
Contracted Services – Lara waste stockpile site rehabilitation	29.5
Occupancy Costs	6.6
Other expenditure (includes legal costs, grants)	11.4
Depreciation	7.7
<b>Total Operating Expenditure</b>	<b>133.0</b>
Net surplus (deficit) Before Transformation**	<b>4.3</b>
<b>Transformation Revenue</b>	
Reform Program Output Revenue*	25.8
Reform Program Asset Revenue*	8.0
<b>Total Revenue – Transformation</b>	<b>33.8</b>
<b>Operating Expenditure – Transformation</b>	
Transform to a world class regulator	60.7
<b>Total Operating Expenditure – Transformation</b>	<b>60.7</b>
Net surplus (deficit) – Transformation	<b>(26.9)</b>
Net surplus (deficit) Consolidated	<b>(22.6)</b>

\*Includes EPA's portion of \$182.4 million funding allocated as part of the Bringing our EPA into Modern Era Victorian Government budget initiative.

\*\* Surplus primarily due to the accounting treatment of capital expenditure.

## Appendix 01

### Budget Paper 3 output targets

Budget Paper 3 (BP3) provides an overview of the goods and services funded by the Victorian Government and delivered by departments and agencies, and how these support the Government's strategic objectives. BP3 service delivery outputs are measured through EPA's performance in preventing and reducing harm from pollution and waste through better regulation, conducting research and gathering intelligence to inform compliance activities, collaboration and the provision of advice.

Quantitative Measures	Target 2019-20	FY 2018-19	FY 2017-18
Inspections that assess premises compliance, including licenced premises, whose operations represent a significant risk to the environment and human health*	250-300	Not measured	Not measured
Events that engage business and community in environment protection	25-35	12	24
Activities that support business to comply with environmental obligations	25-30	34	23
Environment condition notifications provided to Victorians via digital channels.	900-1000	1249	Not measured
<b>Qualitative Measures</b>			
EPA prosecutions are determined/selected using a risk-based approach, focused on environmental outcomes and are successful	70%	100%	Not measured
Environmental audits are reviewed to ensure compliance with statutory requirements and guidelines.	90%	94%	97%
Remedial notices are complied with by their due date or escalated in line with EPA's Compliance and Enforcement policy	90%	95%	91%
<b>Timeliness Measures</b>			
Pollution reporters requesting follow-up by EPA receive contact within three working days	85%	90%	97%
Works approvals and licences completed within required statutory timelines	96%	97%	99%
EPA provides technical advice to lead agencies within agreed timelines during emergency incidents	90%	100%	Not measured

\*Performance measure replaces 18/19 performance measure "Inspections that test compliance of licensed premises whose operations may represent a significant risk to the environment and human health". New measure reflects the revised approach to the inspections program. The program has been reviewed to ensure it aligns with the risk-based approach to prioritising inspections under the *Environment Protection Amendment Act 2018*.

## Appendix 02

# Minister's Statement of Expectations

In October 2018, the Minister issued a Statement of expectations for EPA for 2018–20. The Statement sets out the Minister's expectations for EPA to deliver the Victorian Government's reforms to environment protection.

Risk based regulation	Target 2018-20	2018-19 result
Prepare EPA's transition plan to deliver the objectives of the <i>Environment Protection Amendment Act 2018</i>	Transition plan in place by 31 December 2018	Completed
<b>Timeliness</b>		
Develop and implement an engagement plan for consultation and notification of all works approval holders and licensees of any changes to approval and licensing processes and timetables from the <i>Environment Protection Amendment Act 2018</i>	1 February, 2019	Completed
<b>Compliance related assistance and advice</b>		
Develop a workplan for developing general guidance for compliance with the <i>Environment Protection Amendment Act 2018</i> , as well as a workplan for prioritised hazards and sectors	Workplan for industry guidance developed by 1 February 2019	Completed
	Model for industry support consulted by 30 June 2019	Completed
Activities to support business compliance including the development of guidance, business education and support	At least 10 activities	Completed
<b>Stakeholder consultation and engagement</b>		
Prepare a stakeholder consultation and engagement plan for reforms arising from the <i>Environment Protection Act 2017</i> and <i>Environment Protection Amendment Act 2018</i> ensuring regular engagement with a broad range of stakeholders	To be provided to Minister by 1 February 2019	Completed
Establish a dedicated channel for stakeholders to request further information on changes to the EPA and provide feedback on changes; and ensure EPA communicates information on changes to its operations across a variety of communication channels	By 1 November 2018	Completed
	Regular and timely publication of quality information before any changes take effect	On track
<b>Accountability and transparency</b>		
Engage with community and other stakeholders on the development of a Charter of Consultation as per requirement in the <i>Environment Protection Amendment Act 2018</i>	Draft by 30 June 2019	Completed
Report to the Minister on the EPA's implementation of the <i>Environment Protection Act 2017</i> and <i>Environment Protection Amendment Act 2018</i>	Quarterly	On track
Report to the Minister on EPA's implementation of its commitments under the Andrews Labor Government Response to the Independent Inquiry into the Environment Protection Authority, through the implementation reporting coordinated by the Department of Environment, Land, Water and Planning	Quarterly	On track



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