



Annual Delivery Plan

2022-23

Environment Protection Authority Victoria



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Image is an aerial view of Wallagaraugh River in Mallacoota in far East Gippsland.

Annual Delivery Plan 2022-23

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A message from the CEO



I'm pleased to present EPA's Annual Delivery Plan for 2022–23. This plan has been developed through organisation-wide consultation, taking into account our legislative obligations, strategic priorities, and current and emerging risks.

This is the first year we're delivering our new five-year strategic plan. Our Strategic Plan 2022-27 identifies the outcomes we want to see over the period:

- our environment is cleaner and communities are healthier
- all Victorians reduce their environmental risks
- we have impact and influence.

To support us to achieve these outcomes, we've established four objectives for the next 12 months:

- make Victorians aware of their responsibilities to prevent harm to human health and the environment
- target priority risks of harm so our efforts are optimised to make the biggest difference
- integrate environmental public health into everything we do
- strengthen our culture and capability to achieve organisational excellence.

To be successful in realising these ambitions we'll continue to work with communities, industry and businesses so they understand and meet their obligations to prevent harm from pollution and waste.

Our approach to non-compliance will be consistent, transparent and proportionate. Where we see deliberate and criminal acts, we'll use our expanded capabilities, and stronger sanctions and powers to hold polluters to account.

We're committed to timely and meaningful engagement with local communities about the things that matter to them. While our regulatory decisions will always be based on science and the law, understanding community aspirations and concerns, and explaining why we've made the decisions we have, will strengthen our performance and help to build trust in EPA.

At its heart, EPA is about passionate and dedicated people that work with purpose to protect Victorians and our environment. We'll continue to prioritise their safety and wellbeing and support their professional development – enabling both organisational and personal success.

After significant change during 2021-22 – with the commencement of the new Act and a new operating model – I'm excited about the year ahead, as we settle into new ways of working.

We'll continue to learn, to improve and to give our all in protecting the health of our communities and environment.

Lee Miezis

Chief Executive Officer
Environment Protection Authority Victoria
5 July 2022



Image is an aerial view of Tooradin boat ramp, on the foreshore of Victoria's South Gippsland.

About EPA

Environment Protection Authority Victoria (EPA) was established in 1971 as Victoria's environmental regulator.

EPA is an independent statutory authority, with a Governing Board appointed by the Governor-in-Council on the recommendation of the Minister for Environment and Climate Action.

EPA's role is to prevent and reduce the harmful effects of pollution and waste on Victorians and their environment.

Our purpose

Protecting the health of our communities and environment.

Our values

Every member of the EPA team, in all aspects of our work, live the organisational values of:

Integrity

We do the right things and encourage others to do the same.

Courage

We're empowered to step up to our purpose.

Connection

We're unified, inclusive, transparent, and open.

Excellence

Doing the very best we can is our priority.

Tenacity

We're focused, determined, and accountable.

We'll also model the Victorian Public Sector values of responsiveness, impartiality, accountability, respect, leadership, and human rights.

Outcomes we want to see

The outcomes we want to see over the 5-year period to 2027 are:



Our environment is cleaner and communities are healthier



All Victorians reduce their environmental risks



We have influence and impact

Organisational structure



EPA is organised into seven main divisions and branches:

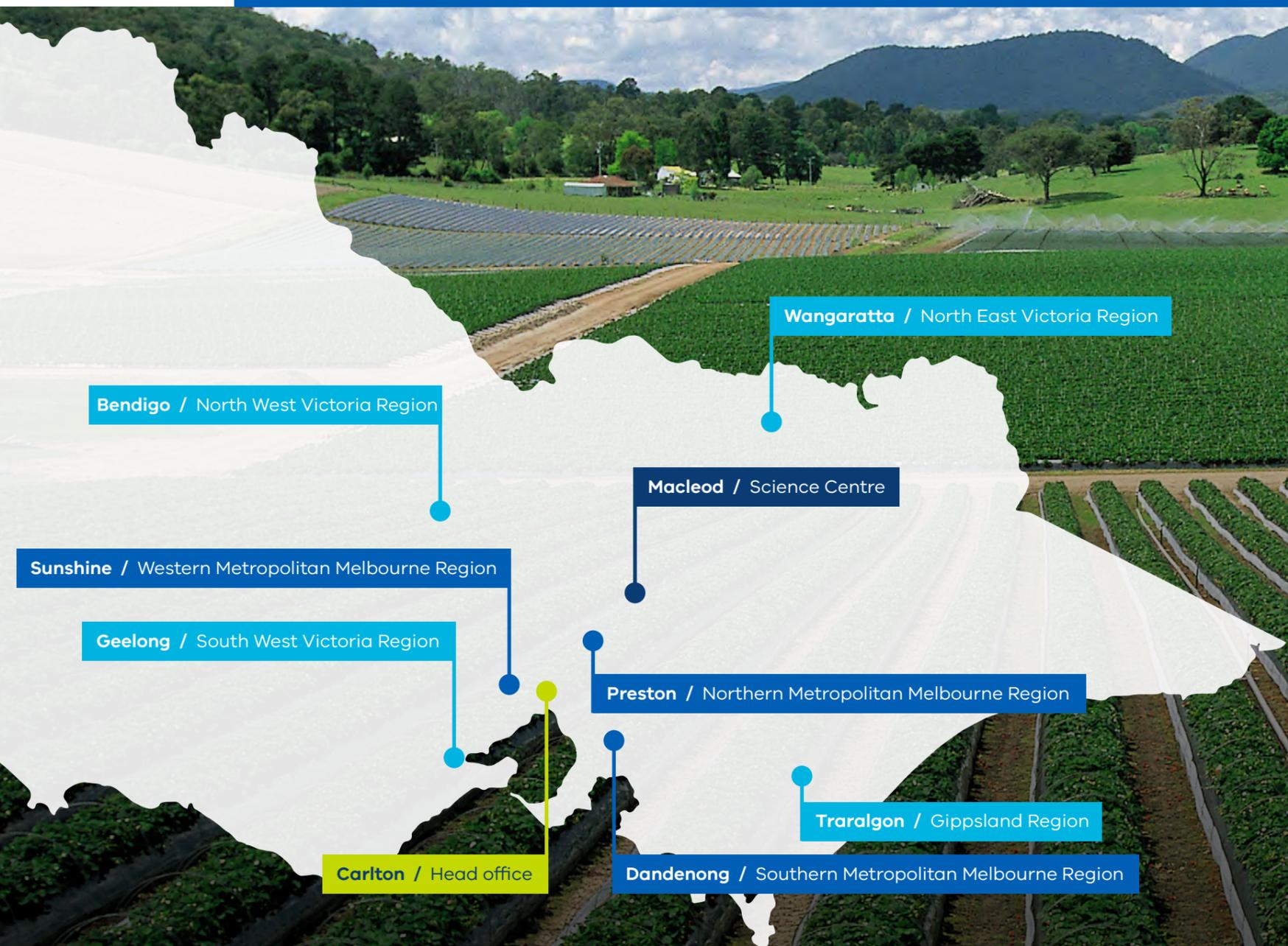
<p>Strategy</p> <p>Defines and drives the regulatory direction, strategic priorities and capabilities across EPA and leads the organisation through changes in the regulatory and policy landscape.</p>	<p>Operations</p> <p>Leads EPA's frontline regulatory response to prevent harm to human health and the environment through engagement and education; inspections and monitoring; and enforcing compliance with the law.</p>	<p>Science</p> <p>Enables regulatory excellence at EPA, delivering innovative and targeted scientific advice to support strategy and policy development, and strategic and operational decision making.</p>	<p>Corporate Services</p> <p>Defines and drives the people, finance and information technology priorities for EPA, and enables a culture of high performance in the delivery of regulatory functions.</p>	<p>Quality</p> <p>Drives and enables the quality of regulatory and enterprise decision making and operations through an independent quality and assurance function that works across EPA.</p>	<p>Legal</p> <p>Provides a legal centre of expertise, responsible for defining and overseeing legal policies and processes, providing legal advice and support on regulation and enforcement matters, and managing EPA's legal obligations.</p>	<p>Public Affairs</p> <p>Enables regulatory excellence through communications and engagement with communities and industry to promote understanding and compliance with the laws that prevent harm to human health and the environment.</p>
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Image is a view of Tooradin boat ramp foreshore in Victoria's South Gippsland.

Regional presence

EPA is focused on preventing harm from pollution and waste by working with local communities, industry and businesses to build understanding and ensure compliance with Victoria's environmental laws.

EPA serves Victorians and is strategically located across the State



EPA serves Victoria

EPA has a placed-based delivery model, with our team living and working across the State. This means we can bring a consistent and aligned 'one-EPA' approach to decision making, while tailoring our response to meet local requirements.



Image is of farmland crops in central Victoria.

Reducing risks of harm

Industrial, commercial, and domestic activities that can be a source of pollution and waste are important to a strong Victorian economy and society. We know that if not properly managed, these activities can cause harm to human health and the environment.

EPA focusses its resources and efforts on the greatest risks of harm. This means we can make the biggest difference for all Victorians.

To identify these risks of harm, we use science, data and intelligence, drawing on our technical expertise and operational experience. We're also guided by insights from community, Traditional Owners, industry and other partners, including local government and co-regulators.

Key risks of harm that we've identified include:

Ongoing point source generators of industrial pollution and waste:

Individual sites that emit significant amounts of pollution or generate significant amounts of hazardous waste as an inherent part of their operations.

Potential catastrophic events and other major failures:

Hazard management and contingency planning is required wherever there is potential for major pollution events (floods or bushfires) or incidents (chemical release or fires in waste stockpiles).

Cumulative emissions from individuals and diffuse sources:

An increasing number of individually small emissions (to air and water and from noise, odour and litter) can lead to environmental problems or general reductions in the quality of local environmental, health and amenity values.

Spills and incidents from business and industry:

The large number of commercial and industrial activities can cause numerous incidental or accidental spills and discharges that are individually small but can lead to "hot spots" or local areas of reduced environmental quality.

Exposure to contaminants and legacy sites:

Historical contamination (from known and emerging contaminants) can pose actual and potential health risks to the community.

Hidden and criminal activities creating new long-term risks:

Pollution from hidden or covert actors (for example, illegal dumping) can create risks of new contamination or 'legacy sites' and undermine regulatory and market based frameworks.

Conflicts between adjacent land uses and ongoing encroachment:

Incompatible land-uses and the encroachment of residential development into buffers around industrial activities can cause environmental and public health impacts.

EPA constantly monitors key risks of harm and assesses our effectiveness in reducing them.

In developing our Annual Delivery Plan, we scanned known and emerging pollution and waste issues – those that cause current concern as well as those increasing risks to human health and the environment.

From this scan, we identified the areas that we'll focus our regulatory effort over the coming 12 months.

In 2022-23, in addition to continuing to embed new environment protection duties, and support community, industry and businesses to comply with environmental laws, we're targeting our efforts on:



Reducing the impacts to air quality from emissions from large industrial activities in Victoria



Reducing the impacts to waterways from the discharge of wastes from water treatment plants



Preventing fires at high-risk waste and resource recovery activities



Reducing the impacts from poor waste and stormwater management practices at small industry in urban areas



Disrupting illicit waste markets and the strengthening of legitimate waste markets.

Image is of Tooradin mangroves and estuary, an aerial view above by the boat ramp at low tide.

Delivering our Strategic Plan 2022-27

Each financial year, EPA produces an Annual Delivery Plan describing what we're aiming to deliver over the coming 12-months.

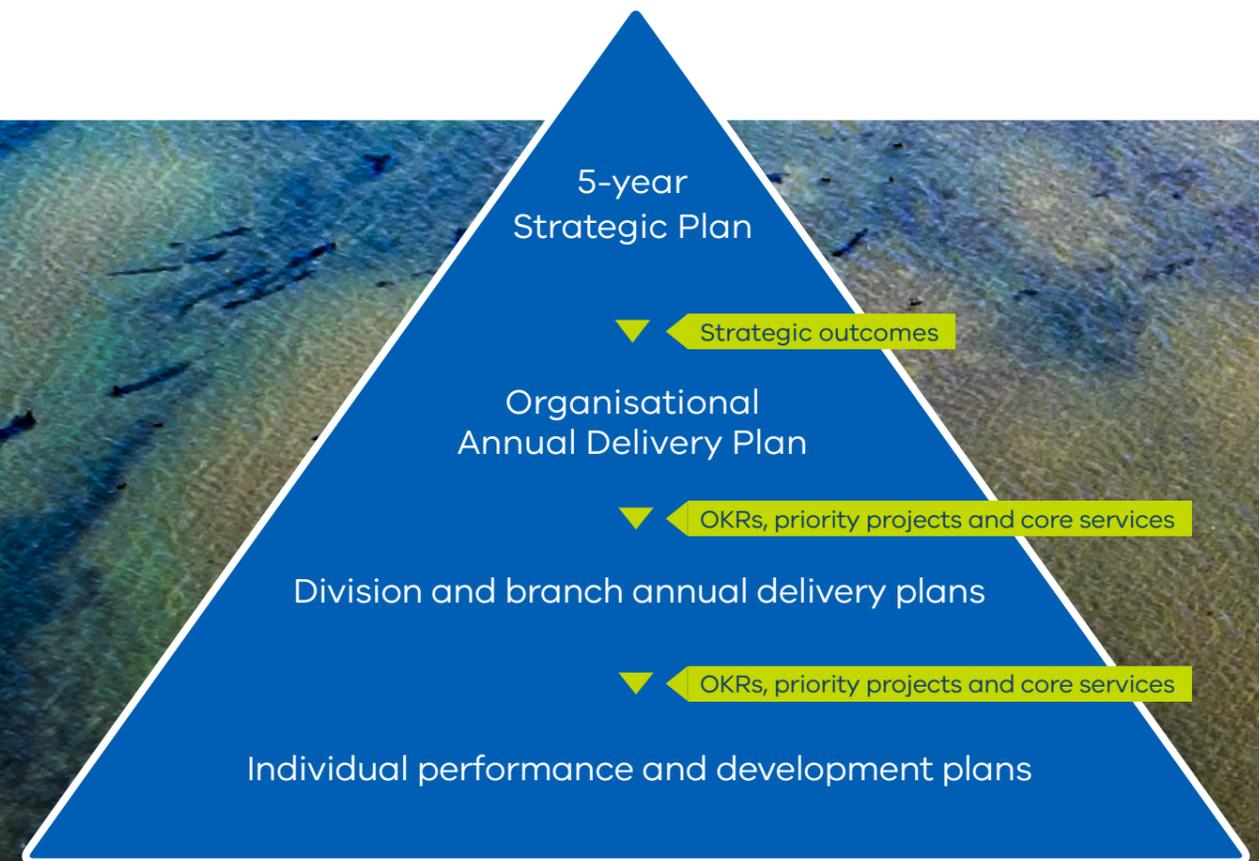
Our Annual Delivery Plan is aligned to our 5-year strategic plan (see summary at Appendix 1) - and details how we'll achieve our strategic outcomes.

The Annual Delivery Plan defines our Objectives and Key Results (OKRs), as well as priority projects and core services.

To ensure we are aligned and focused, our organisation-wide plan is supported by similar plans at the division and branch level, and performance and development plans for each individual member of our team.

These plans provide a greater level of detail about where we are putting our efforts for the coming 12-months.

The Annual Delivery Plan is reviewed each quarter, considering changes in our operating environment, to ensure we remain focused on the right priorities - and that we're doing our best to protect the health of our communities and environment.



Objectives and Key Results

Objectives and Key Results (OKRs) is a goal setting methodology that aligns an organisation's efforts and resources to focus on what matters.

OKRs require ambitious and significant objectives that define what we'll focus on in the near term, paired with measurable key results that tell us how we know when we've achieved our objective.

EPA has developed OKRs to align the organisation and drive us forward in achieving our 5-year strategic outcomes.

2022-23 organisational OKRs



Objective 1

Make Victorians aware of their responsibilities to prevent harm to human health and the environment.

Key Results

- 1.1 Increase the number of businesses and community members that are aware of their environmental obligations by 30% and 45% respectively.
- 1.2 85% of businesses within priority industries hold an appropriate permission.
- 1.3 35% increase in interactions (such as responses, 'hits' and incoming calls) across all EPA communication channels (traditional media, website, Twitter, Facebook, LinkedIn, Instagram, contact centre).
- 1.4 A Memorandum of Understanding with Recycling Victoria (the Authority) that clearly defines roles, responsibilities and interactions is agreed by 30 September 2022.



Objective 2

Target priority risks of harm so our efforts are optimised to make the biggest difference.

Key Results

- 2.1 100% of priority risks of harm have operational and tactical plans developed by 30 September 2022 and implemented by 30 June 2023.
- 2.2 90% of decisions about initial regulatory action are made within 48 hours of a non-compliance being identified.
- 2.3 95% or more of regulatory decisions meet quality standards.
- 2.4 In-person community engagement commences within 36 hours of an agency command team being established for a pollution incident.



Objective 3

Integrate environmental public health into everything we do.

Key Results

- 3.1 100% of staff receive basic training in environmental public health by 31 December 2022 or within 3 months of commencement.
- 3.2 Environmental public health is demonstrably considered in 90% of regulatory actions and decisions.



Objective 4

Strengthen our culture and capability to achieve organisational excellence.

Key Results

- 4.1 Employee safety, wellbeing, engagement and satisfaction measures improve by 25% by 30 June 2023.
- 4.2 100% of priority system improvement projects delivered to plan.
- 4.3 Simplify 25 processes identified by staff as being key pain points in the organisation.
- 4.4 100% of staff receive community engagement training by 30 June 2023 or within 3 months of commencement.

Priority projects

In addition to our OKRs, we've identified projects aligned to our 5-year strategic outcomes and Statements of Expectations (see Appendix 2 and 3). While the full complement of the projects to be delivered in 2022-23 are identified in division and branch annual delivery plans, we've identified the following organisation-wide priority projects:

2022-23 organisational priority projects



1. Preventing harm from poor waste and stormwater management practices.
2. Preventing fires at high-risk waste and resource recovery activities.
3. Reducing impacts to air quality from emissions from large industrial activities in Victoria.
4. Disrupting illicit waste markets and support legitimate waste markets.
5. Reducing impacts to waterways from the discharge of wastes from water treatment plants.
6. Preventing harm to waterways of Melbourne's west (Waterways of the West Taskforce).
7. Delivering an extended reporting period for Beach Report and Yarra Watch programs.
8. Delivering the Environmental Health Tracking Network.
9. Delivering a new incident air monitoring vehicle and incident air and environmental monitoring equipment.
10. Implementing a new Environmental Auditor appointment program.



11. Embedding Charter of Human Rights considerations into all regulatory decision making.
12. Embedding General Environmental Duty information into all strategic engagement work.
13. Improving EPA's website, including content accessibility and findability.
14. Designing a small business support program to increase awareness of environmental obligations.
15. Updating guidance on domestic wastewater management plans.
16. Delivering guidance on recycling water for the environment.
17. Transitioning licences under section 58 of the *Environment Protection Act 2017*.
18. Strengthening EPA's Quality Framework using Better Regulation Victoria's 10 principles of best practice regulation.
19. Implementing the monitoring, evaluation, reporting and improvement framework.
20. Implementing the Regulatory Culture and Capability Plan.



21. Continuing delivery of the Aboriginal Inclusion Action Plan program.
22. Piloting a new 'Environment Protection on-Country' program with Traditional Owners.
23. Developing a new Aboriginal Strategy and Partnerships Plan for 2023-25.
24. Leading multi-year research and development collaborations.
25. Developing technical surveillance detection and collection.
26. Expanding the remotely piloted aircraft system (RPAS) program.
27. Increasing criminal entity intelligence collection through open-source intelligence analysis.
28. Continuing delivery of Recycling Victoria programs - Waste Crime Prevention and High-Risk Sites.
29. Creating a cross jurisdictional disruption Investigations network.
30. Managing contaminated land notifications.



We'll also deliver priority projects that will support us to achieve all three of our strategic outcomes. These projects will strengthen the culture and capability of EPA – creating a great place to work and making us more efficient and effective in fulfilling our role:

31. Designing a leadership development framework.
32. Developing a Strategic People, Capability and Wellbeing Plan and Roadmap.
33. Delivering our Gender Equality Action Plan.
34. Providing fit for purpose fleet and facilities.
35. Reducing carbon emissions from EPA's vehicle fleet.
36. Delivering surveillance device information software.
37. Improving systems for science data management.
38. Developing a Strategic Technology Plan and Roadmap.
39. Upgrading video conferencing technology.
40. Upgrading internet speeds at EPA offices.



Core regulatory and enabling services

In 2022-23, EPA will continue to deliver its core regulatory and enabling services to prevent and reduce the harmful effects of pollution and waste on Victorians and the environment. These core services are further defined in division and branch annual delivery plans.



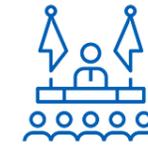
Statutory and strategic decisions, policy, and advice

- Permissioning (licenses, permits and registrations)
- Major projects facilitation
- Planning referrals
- Industry guidance
- Scientific advice and recommendations
- Policy and regulation



Compliance and enforcement

- Authorised officer appointments
- Investigations
- High risk site clean-up
- Compliance programs
- Infringement management
- Financial assurance and levies
- Preventative programs
- Incident coordination and response
- Legal support and advice
- Prosecutions
- Judicial review and VCAT applications



People and governance

- Health, safety, and wellbeing programs
- Recruitment and talent management
- Culture, diversity, and inclusion programs
- Finance and budget
- Procurement and contract management
- Enterprise strategy, planning and performance reporting management
- Enterprise risk management
- Facilities and fleet management
- Governing Board secretariat
- Audit (internal and external)
- Integrity
- Freedom of information and privacy
- Briefing and correspondence coordination



Data, intelligence, and platforms

- IT strategy and support
- Data security
- Business improvement
- Data analytics
- Intelligence
- Contaminated land notifications
- Air and water quality monitoring



Relationships and engagement

- Aboriginal inclusion and partnerships
- Community engagement
- Citizen sciences
- Science partnerships
- Government and stakeholder relations
- Inter-governmental coordination
- Education and information-sharing
- Media
- Engagement strategy and support
- Communication channel management including contact centre



Regulatory capability, standards, and appointments

- Strengthening regulatory capability
- Developing regulatory standards
- Accredited consignor appointments
- Regulatory assurance and review
- Environmental audit program

Performance measures

Our service delivery is assessed against the 2022-23 performance measures and targets set by the Victorian Government and defined in the service output 'Statutory Activities and Environment Protection' in Budget Paper 3 (BP3). We aim to meet or exceed these targets.

Performance measures	Unit of measure	Target
Quantity		
Inspections that assess premises whose operations could represent a significant risk to the environment and human health	number	360-400
Environment condition notifications provided to Victorians	number	>800
Quality		
Community and duty holder trust in EPA	scale 1-100	70
Timeliness		
Environmental audits and preliminary risk screening assessment reports are reviewed to ensure administrative compliance with legislation and guidelines within 14 days of submission	per cent	80
EPA confirms duty holder compliance with remedial notice requirements, or escalates for further action, within 14 days of the compliance due date	per cent	80
Pollution reporters requesting follow up by EPA receive contact within three working days	per cent	75
Applications for licences, permits and registrations completed within statutory timelines	per cent	70
Planning matters responded to within agreed timeframes	per cent	65
Applications for internal review of remedial notices completed within statutory timeframes	per cent	100
EPA provides technical advice to lead agencies within agreed timelines during emergency incidents	per cent	70
EPA responds to priority waste incidents within one day of notification	per cent	90

To complement these output measures and targets and monitor our progress against we've also identified outcome measures and targets in our Strategic Plan 2022-27. We'll improve these outcome measures and targets over time.



Image is of a wind turbine at Bridgewater in Victoria.

Resources

Our resources are used to deliver our legislative obligations and strategic priorities, and to manage current and emerging risks.

Our resources also enable us to continually improve our regulatory approach, build effective partnerships, and develop organisational capability and a high performing culture.

Our budget

EPA's consolidated revenue for 2022-23 is forecast at \$175.9 million, with expenditure of \$217.8 million. The deficit will be met by drawing down on cash reserves, with funds carried over from deferred expenditure in 2021-22.

Revenue	(\$ million)
Municipal and Industrial Landfill Levy distribution	28.4
Prescribed waste levies	77.5
High-risk site rehabilitation funding	2.3
Specific project and initiative funding	55.4
Fees, fines, licence levies, other	12.3
Total revenue	175.9
Operating expenditure	
People costs (salaries and on-costs)	99.8
Information technology expenses	27.9
Contracted services – high-risk sites rehabilitation	26.5
Contracted services - general	22.5
Accommodation costs	10.9
Other expenses (including legal, grants, fees)	14.9
Depreciation	15.3
Total operating expenditure	217.8
Draw down on cash reserves	41.9
Net result	0



A high performing culture

Our people are our most valuable asset. We prioritise their safety and wellbeing, creating a positive culture and a great place to work.

In 2021-22 we measured and benchmarked our organisational culture. Based on these results, action is underway to strengthen a high performing culture at EPA.

Our people

At 1 July 2022, EPA has a total of 820 staff positions, with 683 being ongoing positions in the organisation.

Division / Branch	Ongoing	Fixed term	Total
Strategy	135	44	179
Operations	325	25	350
Science	73	20	93
Corporate Services	71	32	103
Quality	27	9	36
Legal	25	1	26
Public Affairs	22	6	28
Office of the CEO	5	0	5
Total	683	137	820



Risk management

EPA is committed to meeting the requirements of the Victorian Government Risk Management Framework, promoting a positive risk culture, with risk management systematically embedded across the organisation.

We've identified 12 organisational strategic risks that could impact the achievement of the outcomes defined in our Strategic Plan 2022-27.

We've established treatment actions to mitigate these risks. Through these actions, EPA aims to reduce each risk rating to the target risk rating over time. Management of organisational strategic risks is regularly monitored and reviewed by the Senior Executive Committee. The outcomes of this monitoring and review are reported to the Risk and Audit Committee and the Governing Board biannually or as required.

Operational risks are identified and managed through division and branch annual delivery plans.

Images is of an aerial view of Jubilee Lake at Daylesford.

Strategic risk	Current risk rating	Target risk rating
Staff health, safety and wellbeing deviates from EPA's OHS requirements.	High	Low
Funding differs from sustainable requirements to deliver EPA services.	Medium	Low
Response to a pollution and/or waste event deviates from EPA's regulatory requirements.	Medium	Low
IT performance differs from service level business needs.	High	Medium
Unforeseen emerging environmental and / or public health concerns.	High	Medium
Variations in quality of regulatory decisions / operational delivery.	Medium	Low
Changes in workforce capability and capacity.	High	Medium
Variation in effectiveness of critical relationships.	High	Medium
Unanticipated change to EPA's authorising environment.	High	Medium
Fraud or corrupt conduct incident.	Medium	Low
Change to data quality and access to information for decision making.	High	Medium
Variation in the realisation of the benefits of the <i>Environment Protection Act 2017</i> .	Medium	Low

Strategic Plan 2022-27

Environment Protection Authority Victoria

Our purpose

Protecting the health of our communities and environment

Our values

Integrity, courage, connection, excellence, tenacity



Image is of crop sprayers in Mornington Peninsula, Victoria.

The outcomes we want to see	Our environment is cleaner and communities are healthier	All Victorians reduce their environmental risks	We have impact and influence
We've identified the strategic outcomes we want to see by 2027	<p>We focus on air, water, land and noise pollution that causes the greatest harm</p> <p>We work to understand and respond to current and emerging issues through science, data and intelligence</p> <p>We'll be practical and solution focused to ensure we take the right approach in each circumstance</p>	<p>We embed the environment protection framework ensuring it is widely understood and implemented</p> <p>We're consistent, transparent and proportionate in holding polluters to account</p> <p>We work with communities, industry and businesses so they act to prevent harm to the environment and human health</p>	<p>We build effective partnerships that amplify our knowledge, reach and presence</p> <p>We respect the knowledge and cultural values of Traditional Owners and seek to understand and include those values in our work</p> <p>We employ our full range of regulatory capabilities</p>
The choices we've made	<ul style="list-style-type: none"> Improved air and water quality Reduced land contamination and noise pollution Businesses have appropriate permissions in place 	<ul style="list-style-type: none"> Increased understanding among communities and businesses of their environmental obligations Increased adoption of environmental and human health risk controls Industrial waste disposed of at a lawful place 	<ul style="list-style-type: none"> Reduction in repeat polluters Increased proactive detection of environmental crime Effective internal review and assurance processes that drive continuous improvement
What we're aiming to achieve	<p>To see the outcomes we want, we've defined what we're aiming to achieve</p>	<p>To see the outcomes we want, we've defined what we're aiming to achieve</p>	<p>To see the outcomes we want, we've defined what we're aiming to achieve</p>
Our performance measures and targets	<p>Number of days that the maximum concentration standards for one or more of nitrogen dioxide, ozone, PM₁₀ and PM_{2.5} is exceeded - 2027 target: 0 days</p> <p>Percentage of monitoring sites that meet long-term microbial water quality standards - 2027 target: 93 per cent</p> <p>Percentage of high risk contaminated land sites under active management - 2027 target: 95 per cent</p> <p>Number of premises required to take remedial action because of noise - 2027 target: 35 premises</p>	<p>Percentage of pollution reports requiring a field response by EPA due to possible human health and/or environmental impacts - 2027 target: 4.5 per cent</p> <p>Percentage of permissioned businesses that have appropriate risk controls implemented at their site or premises - 2027 target: 95 per cent</p> <p>Percentage of the Victorian community that know about the general environmental duty - 2027 target: 80 per cent</p>	<p>Percentage of the Victorian community that are aware of EPA - 2027 target: 95 per cent</p> <p>Percentage of the Victorian community that trust EPA - 2027 target: 90 per cent</p> <p>Number of citations of EPA science - 2027 target: 1,275 citations</p>

The drivers of our success

Our people are our most valuable asset. We prioritise their safety and wellbeing, creating a positive culture and a great place to work.

We're a learning organisation, committed to continuous improvement.

We use science, data and intelligence to inform our actions.

We're agile and responsive, leaning into challenges.

We're clear about our role and accountable for our actions.

We engage early, often, and respectfully with those affected by our decisions, seeking to understand their aspirations and concerns.

We use technology to be more effective and efficient in our work.

We build appropriate partnerships with industry to achieve compliance with the environmental protection framework.



Appendix 2 / Minister's Statement of Expectations

Theme	Output or outcomes	Theme	Output or outcomes
Duty holder transition	<ul style="list-style-type: none"> Develop and deliver plan for proactive engagement of priority stakeholders to monitor and manage transition issues (working with CCD, Waste and Recycling, and other relevant policy areas). Proactively monitor and manage transition and readiness issues, in consultation with DELWP as appropriate. Develop and deliver readiness plan for provisions commencing 1 July 2022. 	Risk management	<ul style="list-style-type: none"> Work with DELWP to resolve, and document risk governance arrangements (including risk appetite statement / shared risks / material operational risks etc.). Implement agreed risk governance arrangements through relationship program.
Finalising legislative reform	<ul style="list-style-type: none"> Develop a plan, in consultation with DELWP, for priority 2021-23 legislative instrument delivery, such as determinations, designations, compliance codes, position statements and orders for managers of land and infrastructure. Develop a plan, in consultation with DELWP, to operationalise priority tools available in the Act. The plan should include developing external communications and guidance for their use, and associated policies and procedures, for tools including but not limited to: <ul style="list-style-type: none"> site management orders better environment plans expanded financial assurance to contaminated land. 	Capability and culture transformation	<ul style="list-style-type: none"> Engage Minister and DELWP on action to maintain and develop regulatory capability through the legislative transition to 30 June 2022 Resolve a plan that outlines multi-year priorities for regulatory capability and culture transformation – the Board's plan should include: <ul style="list-style-type: none"> Initiatives to improve internal knowledge and advice relating to the General Environmental Duty. Engagement with partner organisations to improve knowledge and advice relating to the General Environment Duty. To consolidate and improve EPA's risk culture, and ensure it is applied consistently, in line with expectations of government and the community. Board oversight of regulatory capability and culture transformation
Strategic planning, reporting and budget	<ul style="list-style-type: none"> Outline plan for development and delivery of the new 5-year organisation strategy, including engagement with Minister, DELWP. In consultation with DELWP deliver a balanced budget aligned to the new 5-year organisation strategy. Engage with Minister, DELWP and other key stakeholders in development of strategy for July 2022. Deliver strategy and engage in accordance with annual budget and planning cycle. 	Portfolio support and oversight	<ul style="list-style-type: none"> Relationship managers to review and document portfolio relationship arrangements. I expect these to include: <ul style="list-style-type: none"> Quarterly oversight discussions for monitoring delivery against this SOE and risk management plans above. Regular oversight discussions to monitor and manage emerging risk and issues as frequently as required. Relationship managers agree responsibility assignment for relevant instruments and other outputs.
		Monitoring framework performance	<ul style="list-style-type: none"> Resolve a monitoring, evaluation, reporting and improvements (MERI) framework in consultation with DELWP, including the use and effectiveness of key new tools and functions. Monitor and evaluate framework performance, implement improvements. Work with DELWP to deliver a 'horizon scanning' approach for emerging environment and pollution issues, bringing EPA's science and data as an evidence base.

Appendix 3 / Recycling Victoria: a new economy Statement of Expectations (EPA-led programs)

Program	Outcomes	Key deliverables	Expectations
Illegal waste disposal	<ul style="list-style-type: none"> Reduced environmental impact or harm from mismanagement of waste through stockpiling for long periods or illegal disposal of waste. 	<ul style="list-style-type: none"> Establish the compliance team by 2020-21. Business as usual compliance operations in place by 2021-22. 	<ul style="list-style-type: none"> Program will build on existing work to address illegal dumping impacts, targeted at large scale.
Landfill levy auditing	<ul style="list-style-type: none"> Landfill levies collected in accordance with legislation. 	<ul style="list-style-type: none"> By 2020-21 the landfill levy audit program commences, with business as usual audit operations in place by 2021-22. 	<ul style="list-style-type: none"> Program provides reliable and useful data on landfill levy collection and compliance.
Recycling Markets Acceleration package	<ul style="list-style-type: none"> Victorian businesses increase use of recycled materials in ways that support: <ul style="list-style-type: none"> strong domestic markets for recovered materials business growth new markets for recycled materials innovation for advanced manufacturing and construction sectors. 	<ul style="list-style-type: none"> By 2020-21 regulatory and policy barriers identified; commence development of regulatory tools. 	<ul style="list-style-type: none"> Program closely aligns with the goals and priorities of the Business Innovation Centre and product development/commercialisation opportunities.

Program	Outcomes	Key deliverables	Expectations
Addressing waste crime	<ul style="list-style-type: none"> Reduce risk of harm to the environment and the community through effective preventative detection of, and enforcement against, waste crimes. 	<ul style="list-style-type: none"> By 2020-21 establish Waste Crime Prevention Inspectorate and begin monitoring, compliance and enforcement action.* 	<ul style="list-style-type: none"> Program will build on existing work. Inspectorate will work across government to address illegal activities and combat waste crime. Inspectorate will be designed and built in collaboration with the Coordination Committee for high-risk sites.
High-risk sites management	<ul style="list-style-type: none"> Safe management of high-risk and hazardous wastes. 	<ul style="list-style-type: none"> By 2019-20 a high-risk recovery team established. 	<ul style="list-style-type: none"> High-risk site recovery team to coordinate whole-of-government actions/response, with specialist hazardous waste knowledge and operational capabilities across key agencies and local government.

* EPA has established an environmental crime capability and a dedicated team overseeing regulatory actions at high-risk sites to work across government to address illegal activities and combat waste crime. EPA's new Environmental Crime Branch, headed by a Chief Investigator, commenced on 1 November 2021 under EPA's new operating model, and will provide the capabilities previously delivered by the Waste Crime Directorate.



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