

Annual Plan 2017-2018



Delivering on our
organisational strategy



Environment
Protection
Authority Victoria



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About EPA Victoria

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Our vision

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

Our purpose

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

Our role

We are a world-class regulator of pollution and waste.

Our strategic goals

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

1. **Prevent harm:** We prevent harm from pollution and waste by leveraging good environmental performance across community, business and government.
2. **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.
3. **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.
4. **Respond to harm:** We hold polluters to account and work with our partners to respond to pollution and emergency incidents and legacy contamination to minimise harm to Victoria's environment and people.
5. **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.

Our values

Successful implementation of our strategy requires every EPA staff member to live our values. These values applied consistently by each of us in our interactions with Victorians will deliver one experience of EPA.

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.

Our regional presence

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

Purpose of 2017-18 Annual Plan

This Annual Plan outlines our commitment to government, the Victorian community, industry and workers. It outlines our key focuses and achievements for the 2017-18 financial year that will enable us to deliver on our organisational strategy - *Our environment, Our health*.

Message from the CEO

EPA's organisational strategy, *Our environment, Our health*, lays the foundations for becoming a world-class regulator that prevents and reduces harm from pollution and waste. Now, in year one of our strategy, we must start delivering meaningful change.

This plan sets out what EPA will deliver in 2017-18 and how we will change.

One of our key focus areas is the development of Victoria's environmental public health capability. EPA is now responsible for environmental health functions that relate to human health impacts from past, present and future waste and pollution. To provide Victorians with timely, accurate health advice on pollution and waste, we will ensure this new function is well embedded in our business. We will also finalise the establishment of the Chief Environmental Scientist function to provide the community with an authoritative and expert voice on environmental and human health issues.

This financial year Victorians will see more EPA officers on the ground. Our local government environment protection officer pilot will enable an improved and consistent response to amenity, pollution and waste issues. EPA must also have the right tools in place, and this year we will commence work on a new sanction strategy to improve our timely and effective use of sanctions.

To ensure we are equipped to deliver on our strategy, in 2017-18 we will conduct a capability assessment to understand EPA's current and future needs - considering the challenges posed by population growth, advances in technology and a changing economy.

These are just a handful of the initiatives we will implement to continue transforming EPA.

I look forward to sharing our progress.



Nial Finegan
Chief Executive Officer

Environment Protection Authority Victoria
1 July 2017

Focus areas in 2017-18

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

To reduce and prevent impacts of pollution and waste on the environment and human health, EPA undertakes a broad range of regulatory activities on behalf of the Victorian community.

In 2017-18, EPA will focus on several complex pollution and waste issues in addition to our broad regulatory activities. These issues pose a potential threat to our environment and human health and have been identified by EPA as needing targeted effort. They include:

- Implementation of specific leachate management conditions in **landfill** licences to reduce off-site and amenity impacts that pose risks to the community and the environment;
- Addressing **illegal dumping** of hazardous materials, including asbestos, through EPA's Illegal Dumping Strikeforce Program;
- **Improving industry practices** to reduce and prevent the contamination of land, groundwater and stormwater through strategic compliance and engagement programs;
- Prevention of land and groundwater contamination from **underground petroleum storage tanks** through targeted compliance and education activities;
- Improving EPA's knowledge and capability to manage **emerging contaminants of concern** such as PFAS (per- and polyfluorinated alkyl substances)
- Further developing our knowledge and approach to assessing the **impact of air pollutants** on the environment and public health;
- Developing a management strategy for the environmental and human health impacts of **lead contamination** at current and former shooting ranges.

EPA is continuously improving the way it identifies these focus areas and will be engaging with stakeholders to help inform future priorities. As new issues emerge throughout the year, EPA will prioritise effort to address them.



Delivering year one of our strategy

GOAL 1. 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
- License maintenance
- Preventative programs

OUTCOMES	HOW WE WILL IMPROVE
1.1 Regulatory effort delivers greatest preventative effect, when informed by science and intelligence	<p>1.1.1 Development of a strategy that embeds EPA's new vision for its regulatory, compliance and enforcement work.</p> <p>1.1.2 Implementation of year two of EPA's Regulatory Intelligence Strategy to further enhance our intelligence capability.</p> <p>1.1.3 Continue to invest in external research partnerships to help drive evidence-based decision making and better environmental outcomes.</p>
1.2 Regulatory effort supports good performance, creates a level playing field, and encourages continuous improvement	<p>1.2.1 Support the Department of Environment, Land, Water and Planning (DELWP) with knowledge and expertise in undertaking a comprehensive overhaul of the <i>Environment Protection Act 1970</i>.</p> <p>1.2.2 Continue financial assurance reform through updated guidance and stakeholder engagement to promote compliance with financial assurance licence conditions by high risk sectors and facilities.</p> <p>1.2.3 Deliver our Major Industry and Licence Compliance Assessment programs to ensure high risk sites have appropriate environment management and monitoring systems and comply with their EPA licence.</p>
1.3 Increased participation by business and community in preventing and managing environmental risk	<p>1.3.1 Implement a compliance and engagement program to drive better industry practices to prevent contamination of land, groundwater and stormwater.</p> <p>1.3.2 Encourage better performance at sites with high risk underground petroleum storage systems through compliance and education, while enhancing intelligence to manage risks to land and groundwater.</p>
1.4 Provision of early advice to influence land use planning decisions	<p>1.4.1 Support the delivery of statutory mechanisms to ensure planning authorities seek early advice from EPA on planning processes that have environmental and human health implications.</p> <p>1.4.2 Continue to pursue reform to further embed environmental considerations in the planning system.</p> <p>1.4.3 Strengthen EPA's capability to provide improved statutory planning advice that is risk-based, legally sound and consistent with policy.</p>

GOAL 2. 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

OUTCOMES	HOW WE WILL IMPROVE
2.1 Timely, accessible information on the condition of our environment and expert advice on the human health impacts of pollution and waste	2.1.1 Assess existing EPA monitoring capability to identify practical and cost-effective actions to improve quality, coverage, data sharing, accessibility and community engagement. 2.1.2 Provide input into the development of a state-wide approach for the coordination of environmental management and monitoring. 2.1.3 Support the development of a state-wide database of high-risk legacy contamination sites to improve risk management by individuals, business, government and councils. 2.1.4 Develop an emerging chemicals framework , including an environmental assessment program, to identify and manage high risk chemicals in Victoria. 2.1.5 Commence implementation of the new community co-designed air monitoring network in the Latrobe Valley to better meet community expectations and needs.
2.2 Clear advice and guidance that supports compliance with environmental obligations	2.2.1 Establish a codes and guidance unit to work with industry, community and government to develop new 'support to comply' tools that provide greater certainty for duty holders and build broader community knowledge of environmental protection obligations. 2.2.2 Release new guidance material to raise stakeholder awareness of the Environment Protection (Scheduled Premises) Regulations 2017 .
2.3 Community engagement in environmental management and decision-making	2.3.1 Promote greater community involvement in ' citizen science '. 2.3.2 Promote community involvement in the assessment of works approval applications to build confidence and transparency in EPA's decision making. 2.3.3 Engage stakeholders through EPA's water, community and business reference groups to gain better insights in relation to environment protection, community engagement and the development of new standards.
2.4 Acknowledge partnerships and clear role definition in environmental and human health protection	2.4.1 Undertake market research on EPA's identity to better understand how we can communicate with the Victorian community in ways that work for them. 2.4.2 Develop an updated corporate narrative to help us ensure EPA's role and purpose, particularly in relation to environmental public health, is well understood. 2.4.3 Develop an engagement framework that incorporates environmental justice principles to ensure purposeful connections with the Victorian community. 2.4.4 Develop a target audience strategy to ensure EPA is connecting with the right segments of the community.

GOAL 3. 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
- Environmental human health capability
- Analysis of the environment
- Engaging with partners and stakeholders

OUTCOMES	HOW WE WILL IMPROVE
3.1 Applied expertise that shapes the monitoring, identification and reporting of environmental and human health risk and subsequent responses	3.1.1 Finalise the establishment of the Chief Environmental Scientist function to provide government, industry and the Victorian community with an authoritative and expert voice on environmental and human health issues. 3.1.2 Implement an ongoing environmental surveillance program to improve EPA's ability to identify and plan for environmental issues before they occur. 3.1.3 Provide policy and regulatory expertise to our portfolio and jurisdictional partners in the review of the State Environment Protection Policy [Waters of Victoria] (SEPP) and national NO ₂ , SO ₂ and ozone standards.
3.2 Leadership in partnering with others to address complex pollution and waste challenges	3.2.1 Lead state-wide action against illegal dumping of industrial waste through EPA's Illegal Dumping Strikeforce program. 3.2.2 Improve landfill compliance through the roll out of new sector specific licence conditions. Continue to support industry to comply with post-closure requirements and implementation of EPA's new landfill strategy. 3.2.3 Support the Victorian Government to implement the ban for sending e-waste to landfill and consult with industry and community to better understand the future role and barriers of recycling e-waste.
3.3 Strong collaboration with other regulators to remain at the forefront of regulatory practice	3.3.1 Develop stronger partnerships with co-regulators and local government through training and stakeholder engagement programs.
3.4 Enhanced environmental public health capability that gives community confidence	3.4.1 Formalise and strengthen EPA's partnership with the Department of Health and Human Services to ensure an effective and coordinated approach to management of environmental health issues in Victoria. 3.4.2 Further develop EPA's role in environmental public health through engagement with our government, business and community stakeholders.

GOAL 4. RESPOND TO HARM

We hold polluters to account and work with our partners to respond to pollution and 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

OUTCOMES	HOW WE WILL IMPROVE
4.1 Timely and proportionate consequences for those that do the wrong thing	4.1.1 Implementation of a new sanction strategy to improve our timely, efficient and effective use of sanctions and promote increased compliance with environmental obligations.
4.2 High quality reporting of pollution incidents and timely risk-based response	4.2.1 Commence a local government environment protection officer pilot to enable an improved and consistent response to localised amenity, pollution and waste issues.
	4.2.2 Focus on resolving regional issues through strategic compliance and enforcement programs, including EPA's ongoing commitment to improving air quality in Brooklyn and working with industry to improve the management of dairy effluent.
	4.2.3 Enhance our efficiency and effectiveness in responding to pollution incidents and emergencies through a risk-based, scaled approach.
4.3 Technical advice on pollution and waste that makes a significant contribution to Victoria's emergency management system	4.3.1 Promote our expertise as a support agency and technical advisor for high risk emergencies involving pollution, including supporting the amendment to the <i>Emergency Management Manual Victoria</i> .
4.4 Timely identification and management of legacy contamination that ensures land is efficiently returned to safe and useful purpose	4.4.1 Provide expert advice to assist DELWP to better integrate the planning process and environmental regulation of legacy contamination through legislative and regulatory change.
	4.4.2 Develop and implement an interim approach to manage PFAS (per- and polyfluorinated alkyl substances) waste in line with an upcoming national management framework.
	4.4.3 Develop a management strategy for the environmental and human health impacts of lead contamination at current and former shooting ranges.
	4.4.4 Standardise our approach to industrial decommissioning to better coordinate recovery and clean-up operations related to environment protection and site remediation.

GOAL 5. 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

OUTCOMES	HOW WE WILL IMPROVE
5.1 Service delivery that reflects community, business and government expectations	5.1.1 Delivery of a capability assessment to understand EPA's current capabilities and future needs.
	5.1.2 Implement a new performance framework that drives continual improvement to deliver on our strategic foundations.
5.2 Good governance	5.2.1 Finalise EPA's transition from an administrative office of DELWP to a full statutory authority by 30 June 2018.
5.3 Business systems and processes that continuously improve to support delivery	5.3.1 Deliver a digital communications strategy to enhance EPA's digital presence to better support and reach a broader range of Victorians.
	5.3.2 Develop and deliver an ICT strategy that enables EPA to achieve a coordinated and collaborative approach to data collection, analysis and reporting .
5.4 Staff safety, health, wellbeing and development	5.4.1 Encourage good safety practices at all levels within the organisation.
	5.4.2 Better integrate diversity inclusion programs , such as the Indigenous Employment and Inclusion Framework, and gender equality and disability initiatives into workforce planning.

2017-18 operating financial forecast

Appendix one: Budget paper three output targets

We will perform our role as an effective regulator and influential authority by exercising sound financial management.

Summary of 2017-18 operational forecast

Revenue	2017-18 budget (\$million)
Municipal and industrial landfill distribution	48.5
Reform program revenue*	24.7
Prescribed industrial waste levies	15.3
Specific project funding/initiative funding	3.8
Fees, fines, license levies, other	6.9
Total revenue	102.3
Operating Expenditure	
People costs (salaried and agency staff)	52.1
Contracted services	5.5
Occupancy costs	5.8
Reform program expenditure*	24.7
Other expenditure (includes legal costs, grants)	10.4
Depreciation	4.7
Total operation expenditure	103.2
Net surplus (deficit)**	(0.9)

* Includes EPA's portion of funding allocated as part of the Bringing our EPA into the Modern Era 2017-18 Victorian Government budget initiative.

** Deficit due to timing of cash receipts for externally funded projects, with underlying operational funding balanced.

Measure	2017-18
Quantity	
Inspections that test compliance of licensed premises	200-250
Events that engage business and community in environment protection	10-12
Activities that support business to comply with environmental obligations	15-20

Quality	
EPA prosecutions are successful, and conditions in enforceable undertakings are focused on improving environmental performance	90%
Land audits submitted by EPA appointed auditors are reviewed to ensure compliance with statutory requirements and guidelines	90%
Notices complied with by due date or escalation in line with EPA's <i>Compliance and Enforcement Policy</i>	90%

Timeliness	
Pollution reporters requesting follow-up by EPA receive contact within three working days	80%
Works approvals and licences completed within required statutory timelines	96%



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