



# Annual Delivery Plan

# 2023-24

Environment Protection Authority Victoria



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Image is a view down the Murray River in Barmah.

# Annual Delivery Plan **2023-24**

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# A message from the CEO



I'm pleased to present the 2023-24 Annual Delivery Plan for Environment Protection Authority Victoria (EPA) – a plan that builds on our achievements in the first year of our 2022-27 Strategic Plan and outlines what we're intending to deliver over the coming 12-months to prevent harm from pollution and waste.

This Annual Delivery Plan has been developed with organisation-wide input, by taking onboard insights from communities, governments and industry, and by drawing on our science, data and intelligence. It ensures we're meeting our own legislative requirements, we're allocating our resources to where we'll have the greatest impact, and that we're prioritising the health, safety and wellbeing of our staff, including by having the right level of ambition in our program of work.

As we enter the second year of delivering our 5-year strategic plan we've updated our annual objectives that help us to achieve the outcomes we want to see. For 2023-24, our objectives are to:

- Cause Victorians to act to prevent harm to human health and the environment
- Target priority risks of harm to make the biggest difference for our community
- Enhance climate action to reduce emissions and improve resilience
- Strengthen culture and capability to achieve organisational excellence.

Recognising that every Victorian has a role to play in reducing risks to our communities and environment from pollution and waste, we'll continue to work with communities, governments and industry. We do this to amplify our presence and reach, and ensure

there is good understanding and practical action in meeting obligations under the Environment Protection Act 2017. In working with others, we're committed to being open and transparent, and to explaining the reasons for our regulatory decisions, including how we hold polluters to account – applying a consistent and proportionate approach to non-compliance.

At the centre of the work we do to protect our communities and environment are our people – the passionate and talented staff at EPA. Over the next 12 months, we'll continue our work in ensuring a safe, diverse and inclusive workplace, in uplifting our leadership and technical capability, and delivering the systems, processes, equipment and tools needed to be effective and efficient in doing our job.

I'm looking forward to the year ahead and to continuing to work together to protect the health of Victorian communities and our environment from the harmful effects of pollution and waste.

## Lee Miezis

Chief Executive Officer  
Environment Protection Authority Victoria  
6 June 2023



Image is a view of granite rock formations on Mount Buffalo.

# 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.

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, lives 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 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:**

- Strategy**

Defines and drives the regulatory direction, strategic priorities and capabilities across EPA and leads the organisation through changes in the regulatory and policy landscape.
- Operations**

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.
- Science**

Enables regulatory excellence at EPA, delivering innovative and targeted scientific advice to support strategy and policy development, and strategic and operational decision making.
- Corporate Services**

Defines and drives the people, finance and information technology priorities for EPA, and enables a culture of high performance in the delivery of regulatory and enterprise functions.
- Quality**

Drives and enables the quality of regulatory and enterprise decision making and operations through an independent quality and assurance function that works across EPA.
- Legal**

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.
- Public Affairs**

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.

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 communities, governments and businesses to build understanding and ensure compliance with Victoria's environmental laws.

EPA is strategically located across the state to serve all Victorians

## EPA serves Victoria

EPA has a placed-based delivery model, with our team living and working across Victoria. 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.

Bendigo / North West Victoria Region

Wangaratta / North East Victoria Region

Macleod / Science Centre

Sunshine / Western Metropolitan Melbourne Region

Geelong / South West Victoria Region

Preston / Northern Metropolitan Melbourne Region

Traralgon / Gippsland Region

Carlton / Head office

Dandenong / Southern Metropolitan Melbourne Region

# Reducing harms

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

To identify these harms, we use science, data and intelligence, drawing on our technical expertise and operational experience. We're also guided by insights from community, industry and other partners, including local government and co-regulators. EPA continually monitors these key sources of harm and assesses our effectiveness in reducing them.

Key sources 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 individual 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.

In developing our 2023-24 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 will focus on over the coming 12 months.



Reducing the impacts to waterways from discharges from wastewater treatment plants



Reducing the impacts from smoke and the burning of agricultural and organic wastes



Reducing the impacts of odour from landfills and other commercial and industrial activities



Preventing fires at high-risk waste and resource recovery activities



Reducing the impacts of noise from commercial and industrial activities



Disrupting illicit waste markets and strengthening legitimate waste markets

Image is of early morning on the Wimmera River in rural Victoria.

# 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 2023-24 Annual Delivery Plan is aligned to our 5-year Strategic Plan and details how we'll achieve the outcomes we want to see by 2027.

The 2023-24 Annual Delivery Plan defines our objectives and key results (OKRs), as well as our core services and the projects we are investing in. This year, we've also called out the actions we're taking to implement our Information Technology (IT) Plan and Roadmap – which aims to support the organisation in achieving its purpose by setting a direction for reliable, agile and responsive IT capabilities and technology.

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 2023-24 Annual Delivery Plan will be reviewed each quarter, considering changes in our operating environment, to ensure we remain focused on the right priorities - and ensuring we are doing our best to protect the health of our communities and environment.



# Objectives and key results

Objectives and key results (OKRs) are a goal setting methodology that align an organisation's efforts and resources to focus on key priorities.

OKRs require ambitious and significant objectives paired with measurable key results. We deliver our OKRs through our core services and projects.

EPA has developed OKRs to align the organisation around a clear set of priorities for 2023-24 to drive us forward in achieving our 5-year strategic outcomes.

## 2023-24 organisational OKRs



### Objective 1

Cause Victorians to act to prevent harm to human health and the environment

#### Key results

- 1.1 Increase the number of community members with a high level of knowledge of their role in environmental protection to 30%.
- 1.2 Increase the number of people making pollution reports by 15%.
- 1.3 Increase the ratio of regulatory notices issued to advisory notices issued from 1:4 to 1:3.
- 1.4 Reduce non-compliance with environmental protection laws in priority industries by 20%.



### Objective 2

Target priority risks of harm to make the biggest difference for our community

#### Key results

- 2.1 Ensure 100% of high-risk wastewater treatment plants have updated risk management and monitoring programs in place to reduce unplanned discharges and improve their long-term preparedness.
- 2.2 Complete research and initial consultation to inform action to reduce the risk of harm from biomass waste burning.
- 2.3 Increase the proportion of priority sites that have effective measures in place to address and/or prevent odour issues by 20%.
- 2.4 Increase the number of disruption activities for waste crimes identified through EPA intelligence and/or insights by 20%.
- 2.5 Reduce the incidence of severe fires at high risk of harm waste and resource recovery facilities by 50%.
- 2.6 Reduce repeat reports of noise from commercial and industrial activities by 10%.



### Objective 3

Enhance climate action to reduce emissions and improve resilience

#### Key results

- 3.1 Develop EPA's Environment, Social, and Governance (ESG) statement by 31 December 2023.
- 3.2 Develop a statement of regulatory intent in relation to regulation of the causes and consequences of climate change.
- 3.3 Complete an assessment of EPA's Greenhouse Gas (GHG) emissions to identify reduction opportunities by 30 September 2023.
- 3.4 Ensure 100% of EPA's Business Continuity Plans consider climate change risks and include appropriate adaptation actions.



### Objective 4

Strengthen our culture and capability to achieve organisational excellence

#### Key results

- 4.1 Deliver 100% of actions in the Culture Action Plans.
- 4.2 Increase the number of EPA employees reporting they are highly satisfied or very highly satisfied and positive or thriving to 62.5%.
- 4.3 Deliver 100% of priority system improvement projects identified in EPA's Information Technology (IT) Plan and Roadmap for 2023-24 on time and to budget.
- 4.4 In collaboration with Victorian Traditional Owners, develop a framework for the recognition of cultural knowledge and values within environment protection by 31 March 2024.
- 4.5 Increase the capability maturity rating of regulatory decision making, regulatory effectiveness and data quality and governances from 3 to 4.
- 4.6 At least 90% of regulatory decisions demonstrably consider environmental public health.

# Core services

In 2023-24, we'll continue to deliver our core regulatory and enabling services to prevent and reduce the harmful effects of pollution and waste on Victorian communities and the environment.

Core regulatory services

## Inform and educate

We raise awareness of environmental duties, human health and environmental risks and impacts of activities, the importance of environmental quality and our role and jurisdiction.

Activities include:

- Community and business engagement
- Implementing communication and education campaigns
- Media management
- Communication channel management (website, social media and contact centre)
- Environment condition reporting
- Delivering citizen science programs.

## Set standards

We set clear and authoritative environmental and environmental public health standards based on science, community aspirations and industry best practice.

Activities include:

- Developing regulatory instruments
- Making rulings and determinations
- Publishing guidance to support industry and community to understand and meet their obligations
- Informing Environmental Reference Standards and other requirements set by the Victorian Government
- Setting expectations through conditions in permissions - licences, permits and registrations
- Management of financial assurance and levies.

## Support to comply

We provide advice and guidance, strengthened through partnerships to support individuals and businesses to comply and improve their capability in identifying and managing their risks.

Activities include:

- Providing compliance advice and recommendations
- Providing scientific advice and recommendations
- Industry partnerships and program delivery
- Major project facilitation
- Providing land use and development advice and responding to referrals
- Management of regulatory appointments and delegated powers.

## Monitor compliance

We determine the level of compliance with duties and standards and maintain a credible likelihood of detecting non-compliance.

Activities include:

- Acting on community reports and business notifications
- Stewardship of the environmental auditor program
- Compliance program management
- Compliance and regulatory performance reporting
- Conduct of inspections
- Conduct of investigations and surveillance.

## Enforce the law

We address non-compliance with the law by requiring parties to remedy non-compliance, seek redress for harms and where appropriate pursue a penalty or punishment.

Activities include:

- Issuing remedial notices, directions, and orders
- Negotiating and agreeing enforceable undertakings
- Initiating civil proceedings and criminal prosecutions
- Managing VCAT applications
- Responding to third party civil remedies
- Managing infringement programs.

## Encourage higher performance

We work with leaders and partners to encourage higher performance, improve industry practices and inform future standards.

Activities include:

- Preventative program management
- Environmental monitoring
- Scientific research and development
- Managing Better Environment Plans
- Regulatory assurance and review
- Program evaluation and lesson learned processes.

Core enabling services

## Incident response

We provide support to emergency services in the preparation, response and recovery from emergencies.

Activities include:

- Coordinated 24/7 operational response
- Providing expert and technical advice
- Exercising and scenario planning
- Incident air and water monitoring
- Implementing the Coordinated Prevention and Response Framework
- High risk site clean-up.

## Policy and strategy

We develop strategy and policy to support an integrated, modern and agile approach to preventing harm from pollution and waste.

Activities include:

- Providing regulatory policy and strategy
- Implementing legislative changes to our role
- Providing legal support and advice
- Strategic programs and projects
- Enterprise policies and strategy
- Briefings and correspondence.

## People and culture

We deliver programs that ensure we meet our legal obligations as an employer and that we have the capability, capacity and culture we need to be successful.

Activities include:

- Health, safety and wellbeing programs
- Culture, diversity and inclusion programs
- Recruitment, on-boarding and payroll
- Learning and development programs
- Integrity programs
- Internal communications.

## Finance and planning

We manage our financial and other resources to deliver public value and are transparent about our performance in doing so.

Activities include:

- Financial and budget management
- Enterprise risk management
- Procurement and contract management
- Facilities and fleet management
- Enterprise planning
- Performance reporting.

## Data and information

We make sure our technology, data and information management supports good decision making and drives business efficiencies.

Activities include:

- Management of information technology platforms and devices
- Managing cyber security
- Data governance
- Data analytics and reporting
- Managing freedom of information requests
- Meeting privacy requirements.

## Partnerships and governance

We build partnerships to amplify our presence and reach and ensure our governance processes are best practice.

Activities include:

- Aboriginal inclusion and partnership programs
- Government and stakeholder relations
- Inter-governmental coordination
- Enterprise assurance programs
- Responding to internal and external audit processes
- Providing secretariat support to the Governing Board and committees.

# Projects

We've identified 24 organisation-wide projects for inclusion in this Annual Delivery Plan. The full complement of the projects to be delivered in 2023-24 are identified in division and branch annual delivery plans.

## 2023-24 projects



1. Improving processing of permits for reportable priority waste.
2. Establishing an Emissions Tester Network for smoky vehicles.
3. Developing a methodology for estimating the size of tyre stockpiles.
4. Analysing emerging contaminants in terrestrial and aquatic environments.
5. Implementing a new Environmental Auditor appointment program.
6. Developing a procedure to assess the quality of auditor verification works.



7. Expanding the Financial Assurance framework.
8. Implementing a program of work to improve wastewater management in a changing climate.
9. Reducing regulatory barriers to a circular economy through development of legislative instruments and guidance.
10. Developing site specific standards framework for recreational water quality.
11. Developing a multi-year strategic action plan for priority contaminated land issues for the state.
12. Implementing priority initiatives to deliver the Victorian Government's Spoil Management Strategy.



13. Improving regulatory notices by providing additional training to authorised officers.
14. Developing a new regulatory decision maker program.
15. Uplifting the performance of Waste Tracker.
16. Expanding the Authorised Officer complaints framework.
17. Implementing a fraud prevention program.
18. Updating the quality assessment program.



19. Establishing EPA's Chief Data Office.
20. Enhancing EPA's Program Management Office.
21. Eliminating risks of occupational violence and aggression.
22. Improving integrity awareness.
23. Designing new leadership development programs.
24. Ensuring diverse and inclusive workplaces.

# Information Technology (IT) Plan and Roadmap

Our IT Plan and Roadmap is a multi-year plan which guides our investment in technology. It defines five focus areas that encapsulate the strategic initiatives required to address EPA's key business and technology opportunities and challenges:

- Harness technology to enable EPA's core regulatory services – to deliver the tools and processes to enable EPA to carry out its core regulatory activities
- Improve communication and engagement with community and stakeholders – to enable better communication, collaboration and increase EPA's impact and influence
- Enhance prevention through deeper insights – to deliver capabilities to enable data-driven decision making, analysis and insights
- Uplift and enhance backoffice operations through technology – to streamline and improve the efficiency of backoffice operations
- Modernise and mature technology foundations – to uplift the IT processes, policies and tools to support EPA to deliver its purpose.

The following 12 projects in the IT Plan and Roadmap have been prioritised for delivery in 2023-24:

1. Enhancing our permissioning systems
2. Implementing a zero-trust approach to information security
3. Implementing systems for science data management
4. Replacing XpertDoc
5. Migrating AirWatch to the cloud
6. Upgrading ArcGIS
7. Replacing firewall and network infrastructure
8. Upgrading video conferencing technology
9. Enhancing the landfill levy portal
10. Upgrading end user device and internet speeds at EPA offices
11. Improving EPA's internal and external channels (website, intranet and reporting tools) to improve user experience and awareness
12. Implementing a digital solution for operational tasking and coordination.



Image is an aerial view of Wonnongatta Station at sunset in the Victorian High Country.

# Performance measures

Our service delivery performance is assessed against the 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).

Performance measures	2023-24 target
Total inspections of business sites or premises conducted to prevent and respond to risks of harm to human health and the environment	4,000
Environment condition notifications provided to Victorians	>800
Victorian community trust in EPA	70 per cent
Environmental audits and preliminary risk screening assessment reports are reviewed to ensure administrative compliance with legislation and guidelines within 14 days of submission	80 per cent
EPA confirms duty holder compliance with remedial notice requirements, or escalates for further action, within 17 days of the compliance due date	80 per cent
Pollution reporters requesting follow up by EPA receive contact within five working days	75 per cent
Applications for licences and permits completed within statutory timelines	50 per cent
EPA advice on planning matters is provided within required timeframes	65 per cent
Applications for internal review of remedial notices completed within statutory timeframes	100 per cent
EPA provides technical advice to lead agencies within required timelines during emergency incidents	90 per cent
EPA responds to priority waste incidents within 15 hours of notification	90 per cent



# Resources

EPA's resources are used to meet its roles and responsibilities under the Environment Protection Act 2017. 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 2023-24 is forecast at \$157.6million, with expenditure of \$196.1 million.

Summary of 2023-24 budget	(\$ million)
<b>Revenue</b>	
Municipal and industrial landfill distribution	28.4
Prescribed waste levies	65.0
Specific project funding / initiative funding	54.4
Fees, fines, licence levies, other	9.8
<b>Total revenue</b>	<b>157.6</b>
<b>Operating expenditure</b>	
People costs (salaried)	114.9
Information technology expenses	29.3
Contracted services – high-risk sites rehabilitation	14.9
Contracted services – general	12.3
Accommodation costs	10.0
Other expenses (including legal costs, grants, fees)	14.7
<b>Total operating expenditure</b>	<b>196.1</b>
<b>Draw down on cash reserves</b>	<b>38.5</b>
<b>Net result</b>	<b>0</b>



## 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.

We measure our organisational culture through biennial cultural surveys that assesses critical traits of culture and leadership using the Denison model, and quarterly pulse surveys of employee wellbeing and engagement. These surveys enable us to receive direct feedback from staff about how they're experiencing EPA as a workplace and help us to strengthen organisational performance.

Based on our survey results, we developed culture action plans to strengthen a high performing culture. In 2023-24 we'll focus on delivering our culture action plans and on ensuring we continue to build the culture our staff have told us they want at EPA.

## Our people

At 1 July 2023, EPA has a total of 885 staff positions, with 742 being ongoing positions in the organisation.

	Ongoing	Fixed term	Total
Operations Division	342	23	365
Strategy Division	146	69	215
Corporate Services Division	91	21	112
Science Division	75	14	89
Quality Branch	31	9	40
Legal Branch	30	3	33
Public Affairs Branch	22	4	26
Office of the CEO	5	0	5

# 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 in annual delivery planning, and all activities and processes across the organisation.

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

We've established treatment plans to mitigate these risks. 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.

## Organisational strategic risks



Staff health, safety and wellbeing deviates from plan



Funding differs from requirements to deliver core services



Response to pollution and/or waste event deviates from regulatory requirements



Cyber security incident



Unforeseen significant environmental and/or public health issue



Variation in social licence to operate



Corrupt conduct

# Appendix

# 2022-27 Strategic Plan Summary

## 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



### The outcomes we want to see

We've identified the strategic outcomes we want to see by 2027



#### Our environment is cleaner and communities are healthier



#### All Victorians reduce their environmental risks



#### We have impact and influence

### The choices we've made

We've made strategic choices to set us on the path to the outcomes we want

#### Our environment is cleaner and communities are healthier

We focus on air, water, land and noise pollution that causes the greatest harm

We work to understand and respond to current and emerging issues through science, data and intelligence

We'll be practical and solution focused to ensure we take the right approach in each circumstance

#### All Victorians reduce their environmental risks

We embed the environment protection framework ensuring it is widely understood and implemented

We're consistent, transparent and proportionate in holding polluters to account

We work with communities, industry and businesses so they act to prevent harm to the environment and human health

#### We have impact and influence

We build effective partnerships that amplify our knowledge, reach and presence

We respect the knowledge and cultural values of Traditional Owners and seek to understand and include those values in our work

We employ our full range of regulatory capabilities

### What we're aiming to achieve

To see the outcomes we want, we've defined what we're aiming to achieve

- ✓ Improved air and water quality
- ✓ Reduced land contamination and noise pollution
- ✓ Businesses have appropriate permissions in place

- ✓ 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

- ✓ Reduction in repeat polluters
- ✓ Increased proactive detection of environmental crime
- ✓ Effective internal review and assurance processes that drive continuous improvement

### Our performance measures and targets

To monitor our performance against the outcomes we want, we've established measures and targets

Number of days that the maximum concentration standards for one or more of nitrogen dioxide, ozone, PM<sub>10</sub> and PM<sub>2.5</sub> is exceeded  
- 2027 target: 0 days

Percentage of monitoring sites that meet long-term microbial water quality standards  
- 2027 target: 93 per cent

Percentage of high risk contaminated land sites under active management  
- 2027 target: 95 per cent

Number of premises required to take remedial action because of noise  
- 2027 target: 35 premises

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

Percentage of permissioned businesses that have appropriate risk controls implemented at their site or premises  
- 2027 target: 95 per cent

Percentage of the Victorian community that know about the general environmental duty  
- 2027 target: 80 per cent

Percentage of the Victorian community that are aware of EPA  
- 2027 target: 95 per cent

Percentage of the Victorian community that trust EPA  
- 2027 target: 90 per cent

Number of citations of EPA science  
- 2027 target: 1,275 citations

### 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.



Image is of crop sprayers in Mornington Peninsula, Victoria.



[epa.vic.gov.au](http://epa.vic.gov.au)

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