

Department of Energy, Environment and Climate Action

Corporate Plan 2024 - 2028



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Message from the Secretary

Planning for a thriving and sustainable future for Victoria

Victoria is facing significant change which brings about both opportunities and challenges and planning for how to operate as an influential and future focussed organisation is essential to realise our vision of a thriving and sustainable future for Victoria. In line with this, I'm pleased to present the Department of Energy, Environment and Climate Action's (DEECA) Corporate Plan for 2024-28, which sets out our long-term vision and outcomes and details how we will contribute to these strategic goals over the next 4 years. The Corporate Plan is underpinned by our public sector values and commitment to community engagement.

Our staff partner with community, industry and First Nations people to undertake our key functions including:

- delivering services to the agriculture, food and fibre sectors to enhance productivity, connect the sector with international markets, create jobs, support and maintain effective biosecurity
- managing the transition away from native timber harvesting, supporting timber communities and timber industry businesses and workers
- leading the whole of government delivery of Victoria's climate action, including reducing greenhouse gas emissions, adapting to the impacts of a changing climate, transitioning toward renewable energy and supporting the economic and social transition to a net zero emissions and climate resilient future
- enabling the sustainable and responsible development of Victoria's earth resources in a way that supports both environmental sustainability and economic objectives
- responding to overlapping and compounding emergencies with impacts to assets and public safety, essential and critical infrastructure, access to public land and strategic fire access, including seasonable bushfire, flood, storm and biosecurity events
- providing leadership and regulatory oversight of waste and resource recovery services to support the circular economy

- implementing nature-positive programs and biodiversity initiatives, while ensuring environmental protection, the management of natural and built assets on public land
- increasing the security of the supply and efficient use of water in urban and regional environments and improve the environmental conditions of our waterways
- driving the self-determination reform agenda across DEECA and building our cultural capability, cultural safety and developing DEECA's Aboriginal workforce.

I'd like to acknowledge that the work we do at DEECA occurs on the lands and waterways of Traditional Owners and DEECA is committed to meaningful partnerships in accordance with our self-determination strategy Pupangarli Marnmarnepu.

The Corporate Plan also puts our work in a broader content, outlining how DEECA delivers projects and services against key Victorian government cross-cutting priorities and contributes to global Sustainable Development Goals and targets.

I am confident that this plan will enable DEECA to work more effectively through collectively working toward the same vision and outcomes and inform high-impact investment and decision making. I look forward to engaging and collaborating with our stakeholders across the state to see this corporate plan be realised over the next 4 years.



John Bradley

DEECA Secretary

Our Ministers

DEECA supports the following 4 Ministers and 6 portfolios.



The Hon. Lily D'Ambrosio MP

Minister for Climate Action
Minister for Energy and Resources
Minister for the State Electricity Commission



Steve Dimopoulos MP

Minister for Environment



The Hon. Harriet Shing MP

Minister for Water



The Hon. Ros Spence MP

Minister for Agriculture

Department overview

What we do

DEECA brings together Victoria’s climate action, energy and resources, environment, water and agriculture portfolios to maximise connections between the environment, community, industry and economy.

To best serve Victorians, we strive to build a positive organisational culture built on strong leadership, diversity collaboration, innovation and developing our people. Our vision for diversity and inclusion is a workplace culture that embraces individual differences in all forms and fosters innovation.

We live our diversity and inclusion values when our people embrace the following principles:

- connect effectively with our diverse customers and communities to understand their needs
- embrace different viewpoints
- have equal opportunity in the workplace
- feel they belong and know their unique contribution is valued
- leverage the experience and ideas of others.

Our mission

We contribute to the Government’s commitment to a stronger, fairer, better Victoria by supporting our natural environment, to ensure economic growth, and sustainable communities and industries that are resilient to the impacts of climate change.

Our mission is to support thriving, productive and sustainable communities, environments and industries across Victoria by:

- listening, working alongside and partnering with the community in everything we do
- leveraging the connectivity between our portfolios to respond to the impacts of climate change and protecting our natural environment in a productive, collaborative and coordinated way
- maximising opportunities for attracting investment, creating and maintaining jobs, and developing regional economies by supporting sustainable industries.

Our people

At DEECA, we foster a supportive and dynamic workplace through continuous investment in staff learning and development. Valuing diverse perspectives and teamwork, we nurture an inclusive culture with shared goals. Employee wellbeing and safety are our top priorities, supported by various services ensuring a healthy workplace.

[DEECA organisational chart](#)

Who we work with

We prioritise a strong engagement with our stakeholders and partners as they support DEECA in the delivery of our outcomes. Our key stakeholder groups are:

- Traditional Owner Groups (Partners)
- First Peoples
- Community Groups/ Committees of Management
- Victorian Councils
- Water Corporations
- Catchment Management Authorities
- Victorian Government departments and agencies
- Commonwealth Government
- Statutory and Ministerial advisory bodies
- Industry stakeholders, peak bodies, and academia
- International Government and Non-Government Organisations and investors
- Emergency services
- Wildlife and conservation organisations.

Our resources

DEECA employs more than 6,000 staff in 86 locations across the state.

We are a key manager of Victoria’s public estate and manage total assets worth more than \$9.9bn, with 79 per cent (\$7.8bn) comprising various categories of public land.

The department owns and manages a further \$2.1bn of other assets, including more than 40,000 kilometres of roads and tracks, office buildings, depots, public toilets, picnic shelters, recreational facilities, firefighting and road maintenance equipment, crossings, water bores and mobile plant equipment.



6,000
staff



86
locations



\$9.9bn
assets

Our groups

We deliver our work through our nine core business groups

Agriculture Victoria

Agriculture Victoria partners with farmers, industries, communities, government and research organisations to grow, modernise, protect and promote Victoria's agriculture. Agriculture Victoria forms part of an extensive local, national and international system to protect animal welfare and biosecurity, deliver policy, programs and research to understand emerging agricultural challenges like climate change and enables economic productivity through innovative farming systems, skills and technologies.

Bushfire and Forest Services

Bushfire and Forest Services manages 3.2 million hectares of state forests, including delivery and maintenance of recreation assets, tourism services and forest health activities. The group also leads DEECA's works across the state in preparing for and responding to bushfire and other emergencies, working alongside emergency services under the Victorian Government's 'all communities, all emergencies' operating framework. Underpinned by DEECA's commitment to work in partnership with Traditional Owners, the group collaborates across government and DEECA to deliver key policies and outcomes in support of communities and industries that use state forests and is directly responsible for recreation policy and service delivery in state forests. The group also undertakes regulatory functions for biodiversity, public land use and fire prevention. It leads development and advice on forest, fire and emergency management policy, strategy and legislation, and delivers safe and fit-for-purpose capability solutions including statewide assets, equipment, technology and learning.

Corporate Services

Corporate Services Group enables good governance, efficient and effective services that meet customer needs, and partners to deliver our Outcomes Framework. We also have a broader whole-of-Victorian Government view, focusing on public sector reform and future capability. We provide whole-of-department services, systems, processes, policies, strategies, standards, reporting and analysis. We view, use, and share insights, data, and business intelligence to inform the department's decision-making. In addition, we provide support to build a constructive and capable workforce.

Energy

DEECA's Energy group supports current and future energy projects, programs and reforms, as Victoria's electricity and gas systems undergo a major transition, and the state pursues its targets for renewable energy, energy storage and offshore wind. The group advocates, leads and delivers strategic state-wide policies and programs, stimulates sector and workforce development, facilitates large scale projects and contributes to national initiatives. The Group delivers this through strong partnerships and maintains a focus on enabling Aboriginal self-determination through the energy transition. Other areas of focus include energy efficiency and affordability, electrification, energy safety and emergency management, reliability and supply security, distribution, and enabling reform in wholesale and retail markets.



Forestry Transition

Forestry Transition supports the transition of Victoria's native timber sector following the end of native timber harvesting on 1 January 2024. The group delivers a range of programs and initiatives to support native timber workers and their families, the communities they live in and the businesses that rely on native timber. It also supports the expansion of Victoria's plantation estate through investment in the Gippsland Plantation Investment Program, farm forestry programs and carbon farming programs. These programs are providing alternative and sustainable wood sources, as well as supporting Victoria's transition to net zero.

Regions, Environment, Climate Action and First Peoples

Regions, Environment, Climate Action and First Peoples (RECAFP) Group leads the Victorian Government's climate action and provides advice to government on principles, strategies, policy settings, programs and initiatives related to environmental protection, the management of public land and protecting the state's biodiversity. The group leads the government's transition to a circular economy and coordinates across government to strengthen the waste and recycling sector, while creating jobs and supporting economic growth.

Through regional presence, the group provides integrated, place-based design and delivery of programs, projects, and services across departmental portfolios.

The group also drives the Aboriginal self-determination reform agenda across DEECA by building the cultural capability of the organisation and providing self-determination policy advice and strategic direction to guide DEECA's partnerships and engagement with Traditional Owners and Aboriginal Victorians. The group ensures that DEECA and its portfolio entities meet the requests of the Yoorrook Justice Commission, responds to Victoria's Treaty process, including DEECA's Treaty readiness work, and supports the resolution of native title related matters and agreement-making with Traditional Owners under the Traditional Owner Settlement Act 2010.

Resources Victoria

Resources Victoria aims to build a thriving and responsible earth resources sector that is valued by the community. Through the delivery of geoscience, policy and legislation and a modern risk-based regulator, we enable industry to responsibly and sustainably invest in and develop Victoria's earth resources for the benefit of all Victorians, whilst minimising harm. RV works with industry to build community knowledge and confidence in the social, environmental and economic performance of the resources sector across the project lifecycle from exploration to rehabilitation. RV ensures the state has the raw materials to power our homes and industries, is developing its critical minerals resources to support energy transition and supports Victoria's quarry sector to ensure the state has enough building materials for our infrastructure boom.

Solar Victoria

Solar Victoria's purpose is to enable Victorians to access clean and affordable energy. It is responsible for delivering the Victorian Government's 10-year, \$1.3 billion Solar Homes Program and the Victorian Energy Upgrades (VEU) program – two of the most ambitious and transformative renewable energy programs in Australia. Solar Homes delivers rebates and loans on solar panels, hot water systems and batteries. The Victorian Energy Upgrades program allows households to access incentives to move away from gas, supporting the move to efficient electric appliances. Businesses are also supported through VEU incentives and a Large Energy User Electrification Support Program. These programs assist Victorians reduce their energy bills while boosting our renewable energy supply, supporting jobs and improving our grid security.

Water and Catchments

DEECA's Water and Catchments group ensures Victoria has safe, sustainable, and productive water resources to meet current and future urban, rural, environmental and cultural needs and is responsible for the implementation of the government's long-term water plan, Water for Victoria, which sets the strategic directions for the state's water management. The group works in partnerships with water corporations, catchment management authorities, government agencies, industry, community, and Traditional Owners to balance the economic, environmental, and social values of water. This work helps to deliver secure water supplies, greener and liveable cities and towns, as well as ensuring healthy waterways, catchments and Country.

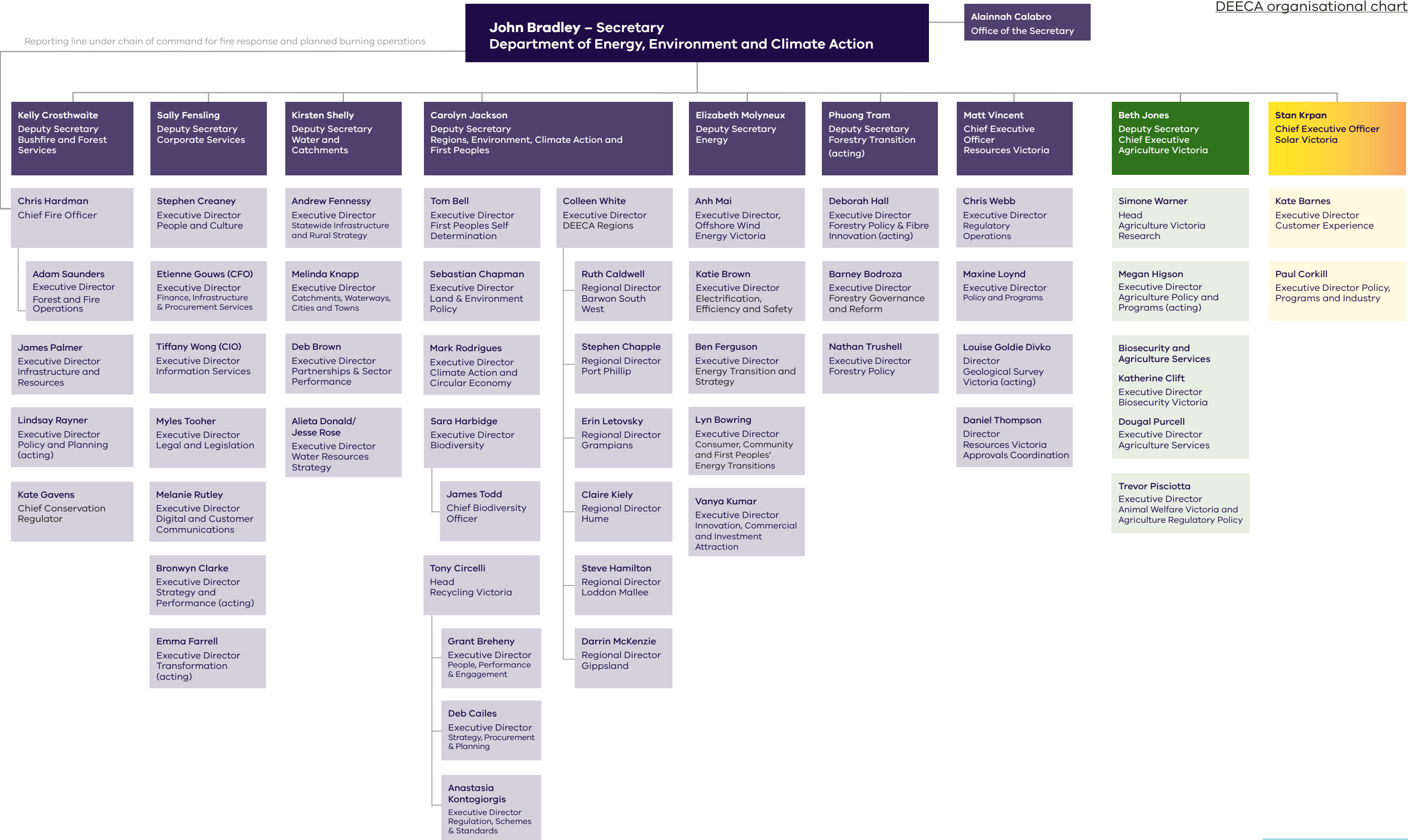


Functional Organisational Chart

From 30 July 2024

Our Ministers

DEECA organisational chart



Our operating environment

Key challenges

Our overarching challenge is maintaining Victoria's liveability, with a population expected to almost double by 2050, while responding to climate change and protecting our natural environment, infrastructure and heritage for future generations.

Our department and portfolio entities are responding to some of the most important challenges in landscape scale restoration, environmental conservation, biodiversity stewardship, environmental protection, current economic conditions, and integrated land management.

We continue to drive positive change by addressing these challenges proactively and collaboratively to work towards protecting Victoria's natural resources, mitigating climate change impacts and ensuring a sustainable and resilient future for Victoria.

Climate change and energy transition

Climate change is one of the most critical issues facing Victoria, like many states and regions around the world. The state is already experiencing impacts from climate change and these impacts are projected to worsen in the coming decades. These impacts take the form of:

- Rising average temperatures
- Rising sea levels
- More frequent and intense extreme weather events
- Ecosystem disruption
- Changes in rain patterns
- Agricultural productivity and security.

These impacts underscore the urgent need for global action to mitigate climate change and adapt to its effects. Addressing these challenges requires both mitigation efforts to reduce greenhouse gas emissions, transitioning towards renewable energy sources and adaptation measures to prepare for and respond to the impacts that are already occurring and will continue to worsen such as extreme weather events, sea level rise and shifts in ecosystems.

Policy changes, investments in infrastructure, changes in land use planning, and efforts to build resilience in communities are all steps in the right direction. It's crucial we take these proactive steps to mitigate and adapt to climate change to minimise its future impacts on communities, economies, and ecosystems.

DEECA's efforts to mitigate climate change, specifically by reducing greenhouse gas emissions are driving a significant transformation in the energy sector. This ongoing transition demands strong leadership to ensure timely investments, maintain a reliable and affordable energy supply, facilitate a fair transition, and capitalise on opportunities for job creation and economic growth.

The shift towards renewable energy generation, storage, and the electrification of the built environment, industry, and transport is both complex and rapid. While this transition is projected to create thousands of new jobs, it also necessitates targeted investment in workforce training, including the establishment of renewable energy worker training centres.

Loss of biodiversity

Across Victoria, it is recognised that biodiversity is in decline and our challenge is that the scale of the effort needed to reverse this decline is too great for governments alone. In Victoria, one third of Victoria's native flora and fauna species are currently listed under the *Flora and Fauna Guarantee Act 1988* as threatened with extinction, driven by factors including: climate change; habitat loss; changed fire and water regimes; the impact and spread of new and existing pest plants and animals; and the legacy of historic clearing that has fragmented the landscape leading to ongoing decline of populations and gene flow.

To minimise poor economic, social and environmental outcomes from biodiversity loss, there is a need to reverse the decline through shared responsibility. There is increasing interest globally in the repair and regeneration of nature and increasing recognition that the private sector, financial institutions, philanthropy and industry all have a role to play in reversing biodiversity decline, in addition to government.



Protecting our environment

There are several major challenges to DEECA's role in being able to protect our environment that need to be addressed, this includes:

- The scale of the effort needed to reverse biodiversity decline is too great for governments alone.
- Significant intergovernmental and community engagement required to shift to a circular economy to cut total waste generation and divert waste from landfill.
- Building capacity in both Environment Protection Authority Victoria (EPA) and external stakeholders to embed the new environment protection framework in Victoria.
- The expensive and time-consuming nature of management of contaminated land.
- The impacts of the cessation of native timber harvesting on the community and industries.

Shifting to a circular economy is critical to protecting Victoria's environment, growing the economy, meeting Victoria's emission reduction commitments and ensuring that major reforms across government are successful.

DEECA continues to work with the Environment Protection Authority Victoria (EPA) to embed the new environment protection framework in Victoria and ensure the original intent of the framework is fully realised. DEECA has also needed to continually assess and respond to new issues arising through the operationalisation of the framework and the challenges associated with how the new laws are applied.

The economy

As we Victorians navigate challenging economic conditions including high inflation, rising interest rates, cost of living, population growth and workforce capacity, continued management and strong strategic planning are crucial.

DEECA and our portfolios continue to make a critical contribution to safeguarding Victoria's economy though our emergency management, bushfire and biosecurity work, supporting sectors and workers though economic transition in the energy and forestry space and by helping to grow new and existing sectors including agriculture, critical minerals and new circular businesses.

Emergency Response, Relief and Recovery

Victoria continues to experience overlapping and compounding emergencies with impacts to assets and public safety, essential and critical infrastructure, access to public land and strategic fire access and agriculture, energy, resources sectors and creates risks to biodiversity, water quality and Aboriginal cultural heritage values.

Major emergencies include:

- seasonal bushfires
- flood and storm events across the state
- biosecurity events such as Avian Influenza and Varroa Mite.

More frequent, intense and complex emergencies require integrated and efficient systems, processes, and arrangements to deliver sustainable services that deliver community recovery outcomes.

Departmental resources are required to be redirected to emergency response, relief and recovery efforts resulting in the deferral of non-critical work which may in turn temporarily impact service delivery.

Recovery efforts associated with the continued assessment and protection of Aboriginal cultural heritage, biodiversity, threatened species and contaminated land also pose an ongoing challenge for the department.

Land use management

Optimising land resources in ways that support both environmental sustainability and economic objectives drives our commitment to responsible stewardship.

The demand for extractive resources is expected to grow over the next 10 years presenting a critical challenge in navigating changing needs in land use, balancing economic growth with environmental and community impacts, as well as First Nations people's rights over Country, while also adhering to regulations and community expectations.

A key component of efficient housing and major infrastructure development is ensuring a sufficient supply of extractive resources is available within proximity to the state's growth areas and major construction projects. In addition, Victoria's resources sector can play a key role in supporting the transition of the economy to net zero emissions through developing critical and rare earth minerals.

Early strategic planning can enable these industries to bring significant benefits and economic prosperity for Victorian regional communities, as well as enable self-determination for Traditional Owners and Aboriginal Victorians.

Risk management

Risk management plays an important role at DEECA and is an integral part of our organisational activities, including our strategic and business planning and project management. Guided by our Risk Management Framework and Risk Management Policy, we are committed to strong and effective risk management practices and continuing the ongoing strengthening of our risk management capability and maturity.

We embed a positive risk culture, ensuring accountability across all levels of the department and through proactive identification, assessment, mitigation, and monitoring of risks and mitigations, we can navigate challenges with foresight to enable continuity of our operations and achieve our strategic outcomes.

Together with the proactive management of significant-state risks, some of the risks our department faces include climate change, emergency management, sustainability growth, security, service delivery adaptability, technology security and resilience, and supply of critical services.

"We are committed to strong and effective risk management practices and continuing the ongoing strengthening of our risk management capability and maturity"

State-significant risks

DEECA leads the management of four state-significant risks that focus on the physical impacts of climate change, a critical loss of biodiversity, the transition to renewable energy, and the impacts of the transition to a low-carbon economy. DEECA also makes a significant contribution to the management of state significant risks led by other departments, particularly the management of the statewide emergency risk (given the department's role in emergencies impacting the environment, agriculture, water and energy sectors). DEECA's corporate plan details the initiatives and services we are delivering that contribute to the realisation of department's outcomes and the management of these State-significant risks.

Climate risk

DEECA is focused on implementing adaptation strategies to manage the physical climate risks to its assets and services. The department understands the major threats posed by climate change, including higher temperatures, more frequent heatwaves, intense storms, flooding, drought, bushfires, reduced water availability, and rising sea levels. These changes can harm biodiversity, threaten productivity and sustainability of the agricultural sector, cause coastal erosion, damage public infrastructure, and put extra strain on energy systems and emergency services.

To address these challenges, DEECA is integrating climate risk management into its operations. This includes assessing and implementing opportunities to mature climate risk management, by better understanding our climate risks, and the priorities to manage these risks.

Our climate risk management approach is:

- Assess, evaluate and manage climate risks to services and infrastructure.
- Incorporate climate risk management and adaptation strategies into planning and reporting.
- Embed climate change considerations into policy development and implementation.
- Coordinate efforts to protect state infrastructure.

Aboriginal Self-Determination

DEECA is committed to genuinely partner, and meaningfully engage, with Victoria's Traditional Owners and Aboriginal communities to support the protection of Country, the maintenance of spiritual and cultural practices and their broader expectations and aspirations in the 21st century and beyond. Aboriginal self-determination is about Aboriginal people being at the centre of decision-making around the issues that affect their lives. In practice, this means transferring decision-making power from the government to Aboriginal peoples.

DEECA's commitment to self-determination - Pupangarli Marnmarnepu

Pupangarli Marnmarnepu 'Owning Our Future' – Aboriginal Self-Determination Reform Strategy 2020-2025 is our five-year roadmap that enables self-determination at DEECA by honouring the rights and dignity of Traditional Owners and Aboriginal Victorians.

Historically, our policies have not recognised the needs of Aboriginal people. In a lot of cases, these policies acted to exclude Aboriginal people from many aspects of land and waterways management. Pupangarli Marnmarnepu was developed by listening to the needs and priorities of Traditional Owners and Aboriginal Victorians, and outlines how DEECA can undertake significant reform, undoing systematic bias, to build a better future for all Victorians.

Pupangarli Marnmarnepu Implementation Action Plan

The delivery of projects aligned to Pupangarli Marnmarnepu has laid the foundations for DEECA to fulfill its commitments. The implementation plan continues to build on previous achievements and highlights Priority Actions that must be delivered.

These priority actions are:

- make improvements to systems and processes to enable self-determination, including transfer of power and resources to Traditional Owners
- facilitate the work of DEECA in the advancement of the Treaty and the work of the Yoorrook Justice Commission
- recruit, support, develop and retain Aboriginal staff through the implementation of an Aboriginal employment strategy
- enhance Aboriginal cultural capability with the department through the implantation of the Aboriginal Cultural Capability Framework
- enable Traditional Owner economic independence and prosperity through procurement initiatives.



DEECA Community Charter



Our community charter describes what you can expect from us. We recognise that communities are made up of diverse sectors, organisations, rights holders, interest groups, influencers, families and individuals.

We will work collaboratively with you to deliver services and create opportunities that support thriving, productive, and sustainable communities, environments and industries.

In all aspects of our work we will:

Be available 	Issues and place-based focus Connect with you where you live, work and play on issues that matter to your communities
	Accessibility Make sure we are easy to contact and our information is straightforward and available in a variety of ways
	Flexibility Recognise and respect the way you want to work with us and adapt our approach according to needs of individuals, organisations and industries
Involve and listen 	Active listening and understanding Listen to and understand your views and needs, actively seek and respect different opinions
	Honesty and transparency Be honest about what's driving our priorities, what we can and can't promise to do, our timelines and why decisions have been made
	Clarity and purposefulness Be clear about why and how we are engaging, making sure we give you real opportunities to participate, shape decisions and make a difference
Take action 	Timely and proactive Engage with communities as early as we can. Identify opportunities and be responsive to issues and feedback
	Consistency Ensure we are consistent in the way we approach decisions
	Closing the loop Share outcomes with communities and report back on what we heard, and how we adapted



Cross-cutting themes

DEECA delivers projects and services against key Victorian government priorities. The department approaches these priorities through a holistic One-DEECA lens.

The cross-cutting themes are key government priorities that cut across all DEECA's outcomes.

Aboriginal Self-Determination and First Peoples

Strengthening DEECA's contribution to the processes the Government is leading towards reconciliation and Treaty for Victoria's First People.

DEECA will:

- enable Traditional Owners' rights on Country
- increase Aboriginal Cultural Capability
- increase treaty readiness and support the Yoorrook Justice Commission
- remove systemic barriers to self-determination
- support Traditional Owner economic independence.

Economic Transition and Growth

Leading major transitions to a modern, clean economy by bringing together our portfolios to maximise connections between the environment, community, industry and economy.

DEECA will:

- enable and support a innovative, competitive and productive economy
- support business, communities and workers through economic transition to realise new opportunities
- support economic productivity, sustainable and responsible through services that underpin a safe, secure and prosperous economy.

Emergency Management

Continuing to assist and support Victorian communities recovering from natural events and adjusting our approach so that recovery is more effective when events occur. DEECA aims to be prepared to respond, respond effectively and support communities to recover whenever an emergency event occurs.

DEECA will:

- reduce the impact of emergency events
- ensure DEECA is prepared to respond to emergency events
- engage with high-risk communities to ensure they are prepared
- effectively respond to emergency events
- coordinate and support recovery from emergency events.

Environmental Sustainability and Climate Action











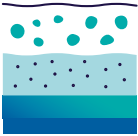



























Conserving natural resources, protecting global ecosystems and maintaining an ecological balance in our planet's natural environment to support the wellbeing of current and future generations.

DEECA will:

- deliver against renewable energy and emissions reduction targets
- respond to the biodiversity decline
- sustainably manage Victoria's natural resources
- care for land, coasts and parks
- reduce the harmful effects of pollution, waste and climate change on human health and the environment
- improve the environmental condition of Victoria's waterways and catchments.

Sustainable Development Goals

The United Nations developed 17 individual Sustainable Development Goals. DEECA aligns its work to these goals in the Business Planning process and represented in the table below highlights our contribution to seven core goals and supporting an additional 5 goals.

DEECA Outcome	Core SDG	Additional SDG		
 <p>Productive and sustainable used natural resources</p>	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	13 CLIMATE ACTION 	15 LIFE ON LAND 
 <p>Net-zero emission, climate ready economy and community</p>	13 CLIMATE ACTION 	7 AFFORDABLE AND CLEAN ENERGY 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 
 <p>Sustainable development of Victoria's earth resources</p>	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	
 <p>Reduce the impact of major bushfires and other emergencies on people, property and the environment</p>	11 SUSTAINABLE CITIES AND COMMUNITIES 	13 CLIMATE ACTION 	15 LIFE ON LAND 	
 <p>Reliable, sustainable and affordable energy services</p>	7 AFFORDABLE AND CLEAN ENERGY 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	13 CLIMATE ACTION 
 <p>Healthy, resilient and biodiverse environment</p>	15 LIFE ON LAND 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	13 CLIMATE ACTION 
 <p>Productive and effective land management</p>	11 SUSTAINABLE CITIES AND COMMUNITIES 	14 LIFE BELOW WATER 	15 LIFE ON LAND 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 
 <p>Safe, sustainable and productive water resources</p>	6 CLEAN WATER AND SANITATION 	11 SUSTAINABLE CITIES AND COMMUNITIES 	13 CLIMATE ACTION 	14 LIFE BELOW WATER 



One-DEECA: This is our business

Our vision

Thriving, productive and sustainable communities, environments and industries.



First Peoples Self Determination

Portfolio priorities are informed by DEECA's commitment to our eight Outcomes and *Pupangarli Marmmarnepu 'Owning our Future' Aboriginal Self-Determination Strategy 2020–25*.

Supporting priorities

- Drive informed, evidence-based decision making
- Prioritise process improvement
- Deliver strategic leadership
- Leverage technology and digital solutions
- Support a strong, inclusive and high performing workforce

Our outcomes:

Agriculture and Forestry	Climate Action	Earth Resources	Emergency Management	Energy	Environment and Circular Economy	Land Management	Water
Productive and sustainably used natural resources	Net-zero emissions, climate-ready economy and community	Sustainable development of Victoria's earth resources	Reduced impact of major bushfires and other emergencies	Reliable, sustainable and affordable energy services	Healthy, resilient and biodiverse environment	Productive and effective land management	Safe, sustainable and productive water resources

To succeed, we must:

Advance the prominence and growth of the agriculture sector by supporting primary producers with sustainable agribusiness initiatives	Reduce greenhouse gas emissions	Increase investment in Victoria's earth resources, including new critical minerals required to support decarbonisation and develop value-adding industries	Increase the level of preparedness for bushfires and other emergencies	Increase energy affordability, consumer control and access to energy services	Reduce the harmful effects of pollution and waste on human health and the environment	Increase the sustainable management of public land	Increase security and resilience of Victoria's water systems
Increase innovation to meet future production, climate, biosecurity, market access and workforce challenges within agriculture	Strengthen community and government resilience to climate change hazards	Build confidence in the performance of the earth resources sector in Victoria and its regulation	Increase community understanding of potential risks and impacts of bushfires and other emergencies	Improve the reliability, security and stability of the energy system	Improve Victoria's native species populations and their habitat through targeted management	Increase self-determination of Traditional Owners in land management decision-making and practices	Increase implementation of Traditional Owner determined priorities for water management
Expand and develop the economic potential of the agriculture sector while managing biosecurity, animal welfare and other risks, and minimising adverse impacts to the environment and public health		Secure the supply of quarry materials essential for new infrastructure and construction	Increase the ability of communities, the environment, local economies and ecosystems to recover from bushfires and other emergencies	Reduce emissions from Victoria's energy system	Increase Victorians valuing nature	Increase public value benefits from government land	Improve the environmental condition of Victoria's waterways and catchments
Manage the transition away from native timber harvesting, supporting timber communities and timber industry businesses and workers				Increase jobs and economic development within the renewable energy sector	Reduce waste and increase circularity of resources in the Victorian economy		Increase inclusion of social and community values in water management
				Enabling Aboriginal self-determination in the energy transition sector	Regulate public land use, biodiversity and fire prevention to support equitable and safe access to public land and natural resources, while protecting biodiversity and heritage values		Increase efficiency of water use
				Increase access to affordable renewable energy for Victorians and reduce emissions	Restoring our native forests following the end of native timber harvesting, including regeneration works and seed collection programs		Improve water sector governance, systems integration and water emergency management

Success in 2024–25 looks like:

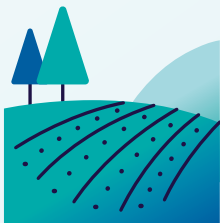
75% client satisfaction rating of agricultural services and industry investors in agriculture productivity research and development	On track for 28–33% reduction in Victoria's emissions by 2025	At least 80 million tonnes per year of new quarry resources are available for extraction by 2029–30	Percentage of bushfire residual risk on public land maintained at or below Victoria's state-wide target of 70%	40% of Victoria's Share of energy sourced from renewables	72% of municipal and industrial waste diverted from landfill by 2025	84m visits to the public land estate managed by Parks Victoria	6 New flood studies funded to ensure communities understand flood risk and to inform investment in flood warning and mitigation measures
1,000,000 trees planted under the Gippsland Plantation Investment Program to ensure a long-term and sustainable plantation timber industry	100% of Adaptation Action Plan actions commenced by 2025–26	95% of Earth resources sites compliant with their site rehabilitation obligations upon expiry or surrender of authorities by 2030	80% of bushfires contained at first attack and/or under five hectares to suppress bushfires promptly, keep bushfires small and minimise loss	81,500 Victorians supported by the Solar Homes Program	440,000 environmental volunteer hours contributing to the health of Victoria's biodiversity	70% Traditional Owner satisfaction with DEECA's progress in enabling self-determination	900 Households or community housing assisted in the Community Rebate and Housing Retrofit Program
			12 stakeholder and community forums on bushfire management and planning held		70% of on-ground biodiversity actions are targeted towards priority locations to improve Victoria's native species populations and their habitat		
			All readiness and response plans completed by October 2024, prior to the upcoming fire season				

Our outcomes

DEECA's Outcomes guide efforts and monitors progress toward our long-term goals for Victoria. The identified indicators signify the necessary changes to achieve these objectives.



Agriculture and Forestry



Our goal

Productive and sustainably used natural resources

Deliver services to the agriculture, food and fibre sectors to enhance productivity, connect the sector with international markets, create jobs, support growth and maintain effective biosecurity.



Outcome indicators

- Advance the prominence and growth of the agriculture sector by supporting primary producers with sustainable agribusiness initiatives.
- Increase innovation to meet future production, climate, biosecurity, market access and workforce challenges within agriculture.
- Support the sustainable growth of the animal, food and fibre sector while managing biosecurity, animal welfare and other risks, and minimising adverse impacts to the environment and public health.
- Manage the transition away from native timber harvesting, supporting timber communities and timber industry businesses and workers.



Success in 2024 -25 looks like

- 75% client satisfaction rating of agricultural services and industry investors in agriculture productivity research and development.
- 1,000,000 trees planted under the Gippsland Plantation Investment Program to ensure a long-term and sustainable plantation timber industry.



Budget total for 24-25

\$496.6 million



Key initiatives

- **Forestry Transition Plan** – The Forestry Transition Program provides new support and scales up existing support from the previous Victorian Forestry Plan to assist in the transition of the native timber harvesting industry. In 2024-25 further rounds of the Victorian Timber Innovation Fund and the Transition Fund will be available to support job creation and business development in affected timber communities and existing and new compensation programs will support existing businesses through the transition. The Worker Support Program will continue to be delivered, assisting workers to transition to new employment. The Local Development Strategy Program will continue, with some communities concluding their projects and seeking support for implementation of diversification initiatives through the Community Development Fund.
- **Deliver the Gippsland Plantations Investment Program** – The \$120 million Gippsland Plantations Investment Program (GPIP) is part of the government's commitment to grow more plantations as the state transitions away from native forest fibre. The GPIP will add an additional 16 million trees to Victoria's plantation estate through greenfield development and is expected to remove approximately 7.8 million tonnes of carbon dioxide over the next 25 years.
- **Protecting Victoria from Biosecurity Threats** – Deliver a dedicated preparedness program to optimise response arrangements for biosecurity emergencies focussing on high priority pests and diseases including red imported fire ants, avian influenza, foot-and-mouth disease (FMD) or lumpy skin disease (LSD). This includes Victoria's plant and veterinary diagnostics and surveillance capabilities to rapidly identify exotic pests and diseases.

- **Accelerate action by the agriculture sector to reduce emissions and adapt to climate change** – Deliver priority policy, projects, and research that demonstrates innovative emerging emission reduction technologies to support the agriculture industry to deliver the Agriculture Sector Emissions Reduction Pledge and key government climate change commitments.
- **Reform Victoria's animal welfare laws** – Work is underway, through Animal Welfare Victoria, to draft new laws to replace Victoria's current Prevention of Cruelty to Animals Act 1986 for public comment in 2023. Contributing to the Victorian Government's commitment to Caring for and Protecting Victorian Pets and Wildlife, new laws will ensure Victoria has fit-for-purpose and modern legislation to support vital animal industries and maintain good animal welfare standards.

"New laws will ensure Victoria has fit-for-purpose and modern legislation to support vital animal industries and maintain good animal welfare standards"

- **Deliver agriculture regulatory services** – Regulatory functions include biosecurity, livestock animal welfare, product integrity and traceability, food safety and agricultural and veterinary chemicals.
- **Develop and deliver high impact, outcome focussed research and innovation to the agriculture sector** – Co-develop, co-invest and co-deliver agriculture research and innovation (R&I) aligned to government priorities and that support productivity growth, economic competitiveness, emissions reduction, and the resilience and sustainability of Victorian agriculture. R&I delivers upon government priorities in areas of climate change, biosecurity and sustainable resource use, consistent with Victoria's Agriculture Strategy, *Climate Change Strategy*, *Protecting Victoria's Environment – Biodiversity 2037*, Australia's National Science and Research Priorities and, the National Primary Industries Research, Development and Extension Framework.



Climate Action



Our goal

Net zero emissions, climate ready economy and community

Lead the whole of government delivery of Victoria's climate action, including reducing greenhouse gas emissions, adapting to the impacts of a changing climate, and supporting the economic and social transition to a net zero emissions and climate resilient future.



Outcome indicators

- Reduce greenhouse gas emissions.
- Strengthen community and government resilience to climate change hazards.



Success in 2024 -25 looks like

- On track for 28–33% reduction in Victoria's emissions by 2025.
- 100% of Adaptation Action Plan actions commenced by 2025–26.



Budget total for 24-25

\$18.1 million



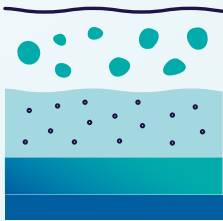
Key initiatives

- **Deliver leading climate action strategies for Victoria** – Provide advice to the Victorian Government to deliver a world leading strategic approach to achieving net zero emissions by 2045 and building climate resilience. To achieve this DEECA will:
 - Provide advice on Victoria's whole of economy strategy for climate action including delivering Victoria's five yearly Climate Change Strategy.
 - Provide advice on achieving an efficient and effective transition to net-zero emissions that seizes economic opportunities to create new jobs, industries and a fairer state. Support development of new policies and actions to achieve Victoria's emission reduction targets, including five yearly Sector Emissions Reduction Pledges.
 - Provide advice on priorities for Victoria's adaptation actions and supporting development of new policies and actions to improve Victoria's climate resilience, including five yearly Adaptation Action Plans (AAP) (next due 2026).
- **Deliver best available climate science and emissions analysis to support climate action** – Provide best available climate science and emissions analysis to support effective climate action in Victoria. To achieve this DEECA will:
 - Publish Victoria's Climate Science Reports including best available climate data and implications of climate change for hazards.
 - Support decision-makers to apply climate science in adaptation planning and climate risk management.
 - Publish Victoria's annual GHG emissions reports.
 - Monitor and assess Victoria's emissions to provide advice on how Victoria is tracking towards interim targets and net zero and to inform evidence-based policy decisions.
 - Support emissions monitoring and reporting across VPS.

- **Demonstrate Victorian Government leadership in the transition to a net zero, climate resilient, and circular economy** – Embed assessment of climate action considerations and circular economy principles into the decisions and activities of government. Provide analysis and advice on a coordinated and strategic approach to Victorian Government sustainability leadership in legislative frameworks and management of government operations and assets. To achieve this DEECA will:
 - Provide advice on maintaining a world leading climate action legislative framework.
 - Embed climate action and circular economy considerations in government policy, budget, procurement and investment decisions.
 - Support management of climate risk and reduce emissions across Victorian Government operations.
 - Support Victorian participation in national and international climate action partnerships to gain knowledge and collaborate on new approaches to climate action.
 - Provide advice and support on nationally significant climate matters considered by the Energy and Climate Change Ministerial Council meeting (ECMC).



Earth Resources



Our goal

Sustainable development of Victoria's earth resources

Develop and deliver policy, programs and regulation to enable investment and generate jobs through the sustainable development of the State's earth resources, including extractives, minerals and petroleum.



Outcome indicators

- Increase investment in Victoria's earth resources, including new critical minerals required to support decarbonisation and develop value-adding industries.
- Build confidence in the performance of the earth resources sector in Victoria and its regulation.
- Secure the supply of quarry materials essential for new infrastructure and construction.



Success in 2024 -25 looks like

- At least 80 million tonnes per year of new quarry resources are available for extraction by 2029–30.
- 95% of Earth resources sites are compliant with their site rehabilitation obligations upon expiry or surrender of authorities by 2030.



Key initiatives

- **Victoria's Critical Minerals Roadmap** – Prepare, publish and implement Victoria's Critical Minerals Roadmap. Victoria is endowed with a range of globally significant critical minerals resources in economic quantities including antimony, zirconium, titanium and rare earth elements. To date there has been underinvestment in Victorian critical minerals development and its full potential has not been realised. Victoria is on the cusp of becoming a significant part of the global critical minerals supply chain. The Critical Minerals Roadmap will play a vital role establishing this industry, providing long term regional benefits and an important diversification of royalty streams as coal is phased out.
- **Secure the supply of quarry materials** – Victoria's extractive resources sector supplies the raw materials for the state's private and public construction, including to support delivery of the government's Big Build and Housing Statement commitments. If the local supply of quarry-based construction materials fails to meet demand, this would increase costs and lead to construction delays. To help mitigate the risk of quarry material supply shortfall, Resources Victoria will:
 - secure the future supply of raw materials such as stone, gravel and sand through the Strategic Extractive Resource Areas (SERAs) program.
 - work across government agencies and co-regulators to promote improved long-term planning for quarries across Victoria.
- undertake timely, proportionate assessment of applications for new or expanded quarries and assistance to comply with legislation, e.g. guidelines, codes of practice and educational materials.
- **Make priority abandoned sites safe, stable and sustainable** – This project will progress rehabilitation works at specific abandoned mines (Bendigo, Benambra and Red Robin) under the Earth Resources Regulator's control, to mitigate the exposure of communities and the environment to unsafe contaminants and landforms in an efficient, risk-based manner.
- **Transition to New Duties Model** – The Mineral Resources (Sustainable Development) Act 1990 (MRSDA) is the principal instrument that regulates the resources industry. The MRSDA Amendment Act 2023 passed in August 2023, provides heads of power for the introduction of a new regulatory framework based on a statutory duty, and to implement works approval reforms by 1 July 2027. The framework will be complemented by risk-tiered compliance obligations to enable a modern, proportionate and fit-for-purpose regulatory framework that is simpler and more transparent. The changes will enable Victoria's mineral and quarry resource industries to operate efficiently and sustainably to meet increasing resource needs, including for Victoria's Big Build.



Budget total for 24-25

\$45.9 million

Emergency Management



Our goal

Reduced impact of major bushfires and other emergencies

Plan and deliver integrated bushfire management together with land and fire managers and with the community across public and private land and use world-leading science to manage fire and ecosystems.



Outcome indicators

- Increase the level of preparedness for bushfires and other emergencies.
- Increase community understanding of potential risks and impacts of bushfires and other emergencies.
- Increase the ability of communities, the environment, local economies and ecosystems to recover from bushfires and other emergencies.



Success in 2024 -25 looks like

- Percentage of bushfire residual risk on public land maintained at or below Victoria's state-wide target of 70%.
- 80% of bushfires contained at first attack and/or under five hectares to suppress bushfires promptly, keep bushfires small and minimise loss.
- 12 stakeholder and community forums on bushfire management and planning held.
- All readiness and response plans completed by October 2024, prior to the upcoming fire season.



Budget total for 24-25

\$441.3 million



Key initiatives

- **Coordinate delivery of recovery services following emergencies, implementing the One-DEECA Recovery Model** – This service delivers on emergency recovery responsibilities and builds resilience now and into the future, by maintaining a one-DEECA recovery framework and coordinating recovery services following emergencies. The service also provides high quality, strategic evidence-based advice to support recovery preparedness, planning, delivery, investment, policy, and capability building.
- **Deliver forest and fire land management works through new forest contractor arrangements** – The Forest Contractor Works Program manages the engagement of former VicForests harvest contractors to supply forest management services to a number of programs, including maintenance and delivery works across DEECA's strategic fire road network, Strategic Fuel Breaks (SFB) network, hazardous tree treatment, including storm debris removal and planned burning preparation. Contractors will also undertake works in the delivery of the Delatite Arm Regeneration project.
- **Deliver the Safer Together Program** – Safer Together is a flagship program through which the bushfire management sector works together with communities to manage bushfire risk. The Safer Together program seeks to improve the way the

sector partners operate, communicate, and engage with each other, stakeholders, and communities, to collectively work towards delivery of the shared outcomes of Victoria's Bushfire Management Strategy.

- **Coordinating and delivering high-quality capital works under DEECA's recovery program, and BFS Rooding and Bridge Program including Thurra Bridge** – This program, formerly part of the Reducing Bushfire Risk program, focusses on improving access and egress on the strategic fire access road network which contributes to firefighter safety and, in the process, building contractor capability in the fire sector.
- **Delivering the Fuel Management Program, including Strategic fuel breaks and other bushfire risk reduction related programs** – The fuel management program is a state-wide 3 year rolling program that manages fuel on State Forest, National Parks and Protected Public Land to meet the Secretary's obligations under the Forest Acts 1958. Forest Fire Management Victoria (FFMVic) develops, in partnership with Traditional Owners and other fire and land management agencies and community, the expected work program of fuel treatment activities to be conducted.

Energy



Our goal

Reliable, sustainable and affordable energy services

Provide policy advice to government on how to deliver clean, reliable, sustainable and affordable energy services to Victorians and deliver a comprehensive suite of energy programs that improve energy efficiency, electrification, strengthen consumer protections and improve affordability.



Outcome indicators

- Increase energy affordability, consumer control and access to energy services.
- Improve the reliability, security and stability of the energy system.
- Reduce emissions from Victoria's energy system.
- Increase jobs and economic development within the renewable energy sector.
- Enabling Aboriginal self-determination in the energy transition.
- Increase access to affordable renewable energy for Victorians and reduce emissions.



Success in 2024 -25 looks like

- 40% of Victoria's Share of energy sourced from renewables.
- 81,500 Victorians supported by the Solar Homes Program.



Key initiatives

- **Delivery of the Gas Substitution Roadmap** – The Gas Substitution Roadmap sets out the strategic pathways to deliver net zero emissions associated with the use of fossil gas in Victoria, and to identify the policy and regulatory levers and optimal ways to deploy these mechanisms to facilitate a smooth, well-managed transition of the gas sector. An annual Update of the Roadmap will provide information on the implementation of policy actions to support electrification, fossil gas reliability and supply during the transition and development of renewable gas.
- **Deliver the Offshore Wind Program** – The Offshore Wind Energy Program drives the achievement of Victoria's Offshore Wind targets: at least 2GW by 2023, 4GW by 2035, and 9GW by 2040. The program encompasses a broad range of activities, including auction design and preparation, regulatory frameworks, and the development of critical infrastructure such as ports and transmission systems. It also focuses on building strong partnerships with communities and Traditional Owners and delivering benefits to them. The program will help drive in high-capacity renewable energy to support Victoria's future energy supply, aims to reduce Victoria's reliance on fossil fuels, lower carbon emissions, and support the state's transition to a sustainable energy future.



Budget total for 24-25

\$423 million

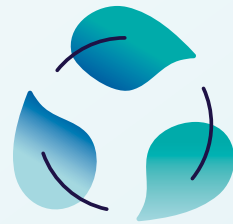
- **Energy storage work program** – This Energy storage work program will develop policies to deliver Victoria's need for long duration storage as part of achieving its new energy storage targets for 2030 and 2035. It will include regulatory reform and market mechanism design work to support investment in long duration storage.
- **Delivery of the Victorian Energy Jobs Plan (VEJP) and the Women in Energy Strategy** – As Victoria's energy sector transitions and we progress towards our renewable energy targets, our workforce will need to change. The Victorian Energy Jobs Plan (VEJP) and the Women in Energy Strategy (WiES), being developed in parallel, will outline the actions required to develop our energy workforce that supports this transition and improve equity across the sector. The VEJP and WiES aim to increase understanding and visibility of Victoria's current and forecast energy workforce needs, support a larger, more diverse workforce, provide targeted training opportunities and improve industry confidence.
- **100 Neighbourhood Batteries Program (100NB)** – In 2024-25 will install 25 of the 100 neighbourhood-scale batteries across Victoria. These batteries will increase energy reliability, facilitate renewable energy integration and provide financial benefits back into the local community.

- **Deliver the Solar Homes PV Owner Occupier and Rental rebates and loans program** – Deliver the Solar Homes Program and the Solar for Apartments programs reduce the cost of renewable energy technology installation and boost access to affordable and renewable energy for Victorian households.
- **Deliver the Victorian Energy Upgrades Program** – Deliver the Victorian Energy Upgrades Program and Strategic Review will review the scope of the overall scheme and reduce household and business' energy bills by providing rebates or discounts on energy saving products.

"Neighborhood batteries will increase energy reliability, facilitate renewable energy integration and provide financial benefits back into the local community"



Environment and Circular Economy



Our goal

Healthy, resilient and biodiverse environment

Develop policies, programs and regulatory responses for environment protection, waste, resource recovery and recycling, ecosystem resilience, native vegetation management, and threatened species together with portfolio partners, local communities and external stakeholders.



Outcome indicators

- Reduce the harmful effects of pollution and waste on human health and the environment.
- Improve Victoria's native species populations and their habitat through targeted management.
- Increase Victorians valuing nature.
- Reduce waste and increase circularity of resources in the Victorian economy.
- Regulate public land use, biodiversity and fire prevention to support equitable and safe access to public land and natural resources, while protecting biodiversity and heritage values.



Success in 2024 -25 looks like

- 72% of municipal and industrial waste diverted from landfill by 2025.
- 440,000 environmental volunteer hours contributing to the health of Victoria's biodiversity.
- 70% of on-ground biodiversity actions are targeted towards priority locations to improve Victoria's native species populations and their habitat.



Budget total for 24-25

\$257.3 million



Key initiatives

- **Restore nature for carbon storage through the BushBank Program** – Design and deliver funding programs to achieve biodiversity and carbon policy outcomes The BushBank program will revegetate and restore native vegetation across more than 20,000 ha of public and private land over a 16 year period (2020/21 to 2035/36). BushBank involves strong collaboration and partnership with Traditional Owners and other entities and is delivered in several grant streams. This includes grants for public land managers, grants for Traditional Owner Corporations, and grants for private land restoration and protection, where the program seeks to leverage significant co-funding to achieve 20,000 hectares of restored and protected land (a step up from the government funded target of 4,000 hectares). The program also supports the Climate Change strategy, specifically being responsible for developing and reporting on actions in the Land Use, Land Use Change and Forestry (LULUCF) sector emissions reduction pledge, developing a LULUCF Roadmap showing how the sector can support net zero in 2045 and developing the 5-yearly LULUCF sector pledge.
- **Container Deposit Scheme** – Container Deposit Scheme (contract management post mobilisation 1 August 2024). The focus for 2024 and beyond will be on maturing the system and ensuring its ongoing integrity. Key priorities include enhancing scheme management processes, establishing clear performance indicators, and maintaining sustained compliance through regular audits and risk managements. This will provide shared benefits to the community, the environment, and the economy by delivering more and better recycling, reducing waste, minimising litter, and creating hundreds of new jobs and economic opportunities across Victoria.
- **Reform Household Recycling** – Victoria's Circular Economy Policy will reform the household waste and recycling system with the implementation of standardised services. This includes the introduction of separated glass collection and food organics and garden organics services. To achieve this DEECA will:
 - oversee the rollout of the four stream system
 - provide transition support for councils
 - develop service standards and regulations that mandate the services councils must provide.DEECA will also deliver fast-track recovery through a regional recycling infrastructure funding program to improve sorting of household recyclable products.

- **Household Waste and Recycling Service Standard**

– This project involves the preparation and implementation of the Household Waste and Recycling Service Standard 2024. The Service Standard works alongside regulations that require councils and Alpine Resorts Victoria (ARV) to provide standardised waste and recycling services to households under Section 60 of the Circular Economy Act 2021. The Climate Action and Circular Economy (CACE) Division, with Recycling Victoria (RV), are leading public consultation and finalising the accompanying regulations.

- **Waste, Recycling and Resource Recovery Infrastructure Planning and Procurement**

– Newly established legislative function to strengthen Victorian Waste, Recycling and resource recovery infrastructure planning and support associated local government and alpine resort procurement support. 2024-25 requirements include publishing the inaugural Victorian Recycling Infrastructure Plan (VRIP), and commencing annual progress reports; delivery of VRIP year 1 actions; land use planning referrals and proactive advocacy; half-yearly updates and publication of infrastructure lists and associated capacity analysis to enable renewal and publication of next VRIP (required every 3 years). Delivery and maintenance of the Strategic Procurement Framework and development and implementation of annual plans to support local councils and alpine resorts in procuring waste and resource recovery services. Waste to Energy (W2E), will also be a priority for 2024 and beyond. Under the W2E scheme, RV will issue licences to thermal waste to energy facilities for both existing operators as well as new operators in Victoria.

- **Accelerate Victoria's transition to a circular economy**

– Provide evidence-informed analysis and advice to government to enable decisions that maintain Victoria's position as a national leader in circular economy reform. Guide strategic delivery of the government's 10-year circular economy policy and plan and develop proposals for future actions to increase beneficial economic and environmental outcomes. To achieve this, DEECA will:

- Provide policy advice to government and agencies across government on circular economy risks, issues and opportunities.
- Finalise and further evolve Victoria's circular economy legislative and regulatory framework.
- Influence significant national and federal reforms to ensure they align with and enhance Victoria's transition to a circular economy.
- Guide strategic alignment of environment portfolio and broader Victorian Government agencies' delivery of circular economy activities.

- **Deliver environmental assessments and advice to support government to meet biodiversity commitments while enabling delivery of priorities including the renewable energy transition, Big Build and Housing Statement**

– Deliver timely, high-quality and complex land use planning and biodiversity advice including advice related to native vegetation removal and biodiversity impacts for major infrastructure, renewable energy, extractive industry, land use and development proposals. Provide high quality, accurate, and defensible advice on environmental matters for which the Minister for Environment and Secretary to DEECA are responsible for, as critical inputs to regulatory processes, approvals and consents under various legislation.

- **Enable strategic, place-based action to improve Victoria's biodiversity (including Protecting Biodiversity Program, Nature Fund, Implementation of Deer Control Strategy)**

- This project includes the design and delivery of a number of investment programs to achieve biodiversity policy outcomes through targeted place-based action, including:
- The Protecting Biodiversity Program including the Nature Fund
 - The Weeds and Pests on Public Land Programs
 - The Peri Urban Weeds Management Partnership Program
 - The Deer Control Program
 - Icon Species Program
 - The Faunal Emblems Program
 - Strengthening Country Program (pooled biodiversity funding for Traditional Owners)

Combined, these programs deliver sustained landscape-scale predator, pest herbivore and weed control as well as complementary and bespoke threatened species actions aligned to the goals and targets of Bio2037.

- **Deliver the regulatory operations program in accordance with regulatory priorities of illegal campfires, take of firewood, possession of wildlife, vehicle use and protection of threatened species**

– The Conservation Regulator leads and coordinates state-wide regulatory service delivery. Its staff conduct complex risk assessments, harm prevention campaigns, audits, inspections, investigations, and intelligence functions and assesses and regulates permissions, operating at the highest level of integrity and accountability. The 2024-25 regulatory priorities (illegal campfires, illegal take of firewood, illegal vehicle use, illegal possession of wildlife, cruelty to wildlife and protection of threatened species) support the Conservation Regulator to focus efforts on the greatest environmental risk and what is most important to the Victorian community.



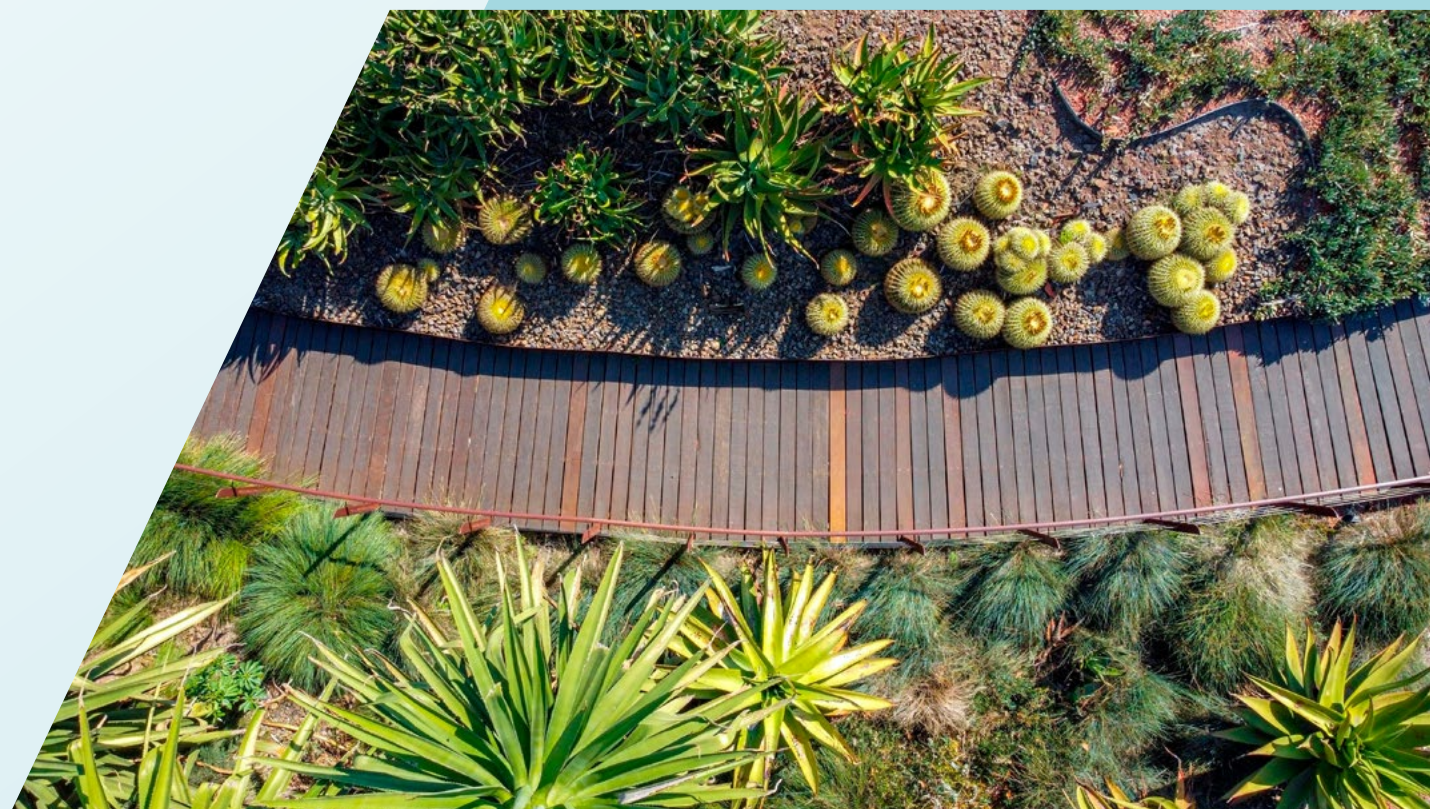
Land Management



Our goal

Productive and effective land management

Deliver effective management and governance of Victoria's public land to protect its social, economic and environmental values and maximise its use by all Victorians together with Traditional Owners, statutory agencies, committees of management, local governments.



Outcome indicators

- Increase the sustainable management of public land.
- Increase self-determination of Traditional Owners in land management decision-making and practices.
- Increase public value benefits from government land.



Success in 2024 -25 looks like

- On track for 123m visits to the public land estate managed by Parks Victoria.
- 70% Traditional Owner satisfaction with DEECA's progress in enabling self-determination.



Budget total for 24-25

\$500.8 million



Key initiatives

- **Develop local parks, playgrounds and dog parks**
 - New and Upgraded Dog Parks: The New and Upgraded Dog Parks program seeks to improve the state's open space network by committing \$13.4 million to ensure that Victorians have easy access to much needed green open space to exercise, relax or enjoy the outdoors with their dogs. This program will see delivery of new and optimised purpose-built off leash areas across Victoria over two funding rounds. Round 1 will see delivery of 19 new and upgraded projects in targeted locations, and Round 2 will be a competitive process based on community need. This program also supports the continued implementation of the Victorian Government's Open Space for Everyone Strategy 2021.
 - Better Parks and Playgrounds: The Better Parks and Playgrounds Program invests \$7.4 million to deliver 11 new or upgraded parks in designated locations across Victoria. This program aims to:
 - Provide funding for projects to cater for increased demand for open space for recreational use arising from population growth and higher population density.
 - Invest in projects that will optimise and revitalise the quality, safety, amenity, shared use, accessibility and function of the existing open space network in targeted locations.
- **Deliver the Great Ocean Road Management Reform** – The Great Ocean Road Management Reform will deliver:
 1. The Government Great Ocean Road Action Plan (legislation for protection of the Great Ocean Road coast and parks, establishing a new dedicated parks manager, an overarching regional planning framework, a better planning approvals process and supporting projects).
 2. Visitor facilities and infrastructure improvements (installation of smart nodes at key locations along the Great Ocean Road to provide free public Wi-Fi, access to interpretative information and travel guidance, improvements to public toilets and amenity facilities, enhanced visitor accommodation offering and enhanced cultural experiences offering).
 3. The Great Ocean Road Coast and Parks erosion preparedness for managing 355 kilometres of coastline.

- **Implement the Suburban Parks Program** – A 2018 election commitment to deliver 6,500 hectares of new and upgraded parks and trails across metropolitan Melbourne. The program is being delivered by:
 - Acquiring land to expand existing and create new parks
 - Managing former landfill sites to make them safe to become new public spaces
 - Upgrading existing walking and cycling paths, play equipment, planting trees and delivering other park infrastructure
 - Creating new pocket parks and off-leash dog parks in areas lacking open space
 - Creating and updating park plans to guide future investment
- **Deliver the Coastcare Victoria Program** – The Coastcare Victoria program has the following key objectives:
 - Marine and Coastal Stewardship: support community groups to deliver protection and rehabilitation of marine and coastal sites and values through the Coastcare Victoria Community Grants program and other activities.
 - Thriving Community Groups and Networks: provide volunteer capacity building opportunities, to network and convene, support to plan, expand and diversify volunteer bases.
 - Victorians Valuing the Coast: include and inspire people from all walks of life to value and care for the Victorian coastline and marine environments through Summer by the Sea and the Coastcare Victoria Schools kit outreach opportunities.
- Lead the operational delivery of the Future Forests program including post timber harvesting forest regeneration, maintaining seed collection and storage capabilities and assets – The Projects contains a number of components including:
 - The Forest Health Program - responsible for the restoration and regeneration of forests both natural and affected by human disturbance.
 - Biodiversity and Threatened Species Survey Program - enabling DEECA to support forest health by adapting and continuing current biodiversity survey and compliance programs
 - Compliance Taskforce focussed on the illegal take of timber - supporting the continuation of the Conservation Regulator's taskforce focussing on the illegal take of timber from State forests to respond to current levels and projected increases in this activity across the public land estate.
 - Forest permissions - supporting the management and assessment of Forest Produce Licences, ensuring procedural fairness, transparency, and a consistent and timely process for assessing and determining applications for Forest Produce Licences.
- **Secretariat support for the Great Outdoor Taskforce recommendations to government on the future land use arrangements for areas previously allocated for native timber harvesting** – The Great Outdoors Taskforce will conduct a land tenure assessment of over 1.8m ha (State forest subject to Allocation Order and adjacent state forests) across Gippsland and North East Victoria. DEECA will support for this process.



Water



Our goal

Safe, sustainable and productive water resources

Increase the security of supply and the efficient use of water in cities and towns and improve the environmental condition of waterways to ensure Victoria has safe and sustainable water resources to meet future urban, rural and environmental needs.



Outcome indicators

- Increase security and resilience of Victoria's water systems.
- Increase implementation of Traditional Owner determined priorities for water management.
- Improve the environmental condition of Victoria's waterways and catchments.
- Increase inclusion of social and community values in water management.
- Increase efficiency of water use.
- Improve water sector governance, systems integration and water emergency management.



Success in 2024 -25 looks like

- 6 New flood studies funded to ensure communities understand flood risk and to inform investment in flood warning and mitigation measures.
- 900 Households or community housing assisted in the Community Rebate and Housing Retrofit Program.



Key initiatives

- **Water Grid Oversight** – The Victorian water grid comprises networks of natural and built infrastructure responsible for producing and supplying water across geographical boundaries. The grid oversight function leads policy decisions that impact how the water grid is used. It ensures changes do not adversely affect entitlements and identifies augmentation and usage options across the grid to enable better water security decisions. The function delivers strategic assessments, stress testing of the water grid and identifies options to extend the grid. This will deliver the annually updated Water Grid Plan, providing the community with a forward view of water availability, demands, and risks to water security, whilst identifying and tracking implementation of feasible grid augmentation options to meet the identified future water supply shortfalls.
- **Murray-Darling Basin Inter-jurisdictional strategy and negotiations and Monitoring & Evaluation**
 - The objective of this service is to provide leadership, coordination and guidance in pursuing Victoria's interests and negotiating the best possible outcomes for Victoria in delivering the Murray-Darling Basin Plan. This service delivers:
 - An overarching strategy for each inter-jurisdictional meeting and the long term.
 - Oversight of Victoria's obligations in the Murray-Darling Basin including monitoring, evaluation and reporting.
 - Provision of advice to the Minister and executive on policy, risks and opportunities.
 - Support for Water and Catchments Group in other inter-governmental matters.



Budget total for 24-25

\$263 million

- **Reducing the risks of floods in a changing climate** – Preparing, planning for, and responding to a flood event is key to reducing damage and protecting livelihood. To support this aim, DEECA oversees the investment in detailed flood studies for flood prone communities, designs for construction of flood mitigation infrastructure and improved flood warning systems. Flood studies will provide maps and other data to assist Catchment Management Authorities (CMAs) and Local Government Authorities (LGAs) to avoid building homes and businesses on land that will flood in the future. DEECA will partner with the Bureau of Meteorology to implement new and improved flood warnings, support CMAs with funding to implement regional floodplain management strategies, and continue to improve our online FloodZoom platform, thereby meeting our obligations to support VICSES in responding to floods.

"Flood studies will provide maps and other data... to avoid building homes and businesses on land that will flood in the future"

- **Maintaining the health of Victoria's waterways and catchments in the face of escalating impacts of climate change** – DEECA will deliver an integrated output-based set of programs, to address the majority of actions in Chapter 3 (Waterway and Catchment Health) of the government's keystone water policy document released in 2016, Water for Victoria. Major components of funding are provided to all 9 regional Catchment Management Authorities (CMAs) and the Victorian Environmental Water Holder. This initiative also includes finalising the Victorian Waterway Management Strategy and Regional Waterway Strategies.
- **Protecting Waterways so our Wildlife can Thrive** – **Green Links Project** – Green Links project is a \$10 million investment to improve habitat, water quality, and provide cool green spaces for communities around our urban creeks, rivers and waterways. The program aims to fund up to 200 hectares of revegetation projects over 3 years (2023-24 - 2025-26). Green Links builds on work underway to protect our iconic urban waterways from inappropriate development and complements the aspirations of Traditional Owners and the community for our waterways. This initiative delivers on the Government's election commitment, 'Protecting waterways so our wildlife can thrive' as published in Labor's Financial Statement 2022.



Financial, asset and workforce outlook

The 2024 – 25 Victorian State Budget Paper 3 sets out the department’s outputs and funding. For the 2024 – 2025 financial year, the department’s output budget totals 2.4 billion.

Workforce outlook

At DEECA, our aspiration is to have a workforce that reflects the communities that we serve and live in. We recognise that our people are our greatest asset and that they are central to delivering our plan. Building our workforce capability and capacity will be key to achieving success. We will be a workplace that is inclusive, diverse and culturally safe and protects the physical and psychological safety of our people.

To achieve this aim, we will target, employ and retain the best people through various workforce programs. These programs will foster a culture where our employees are provided with opportunities to develop, are valued for their contribution, and can work flexibly and safely to deliver great value and services to Victorian communities and stakeholders

Examples of our progress includes implementing our pride of place, uplifting project management training, making recruitment easier, enhancing our peer support program, and expanding the capacity and capability of our safety team. We will become an employer of choice, where people have a sense of belonging at DEECA, feel valued, are safe and gain professional satisfaction in their role.

We will support our people to be diverse, inclusive and practice culture safety through various complementary initiatives and programs including:

- Aboriginal Cultural Capability Framework
- Access and Inclusion Plan
- All Abilities Network
- Place of Pride Network
- Gender Equality Action Plan
- Safety and wellbeing policy
- Staff Led Networks

Financial and Asset outlook

2024-25 budget	(\$ million)
The department’s objectives and outputs	2024-25
Net zero emissions, climate-ready economy and community	
Climate Action	18.1
Healthy, resilient and biodiverse environment	
Environment and Biodiversity	125.7
Statutory Activities and Environment Protection	103.7
Waste and Recycling	27.9
Reliable, sustainable and affordable energy services	
Energy	261.7
Solar Victoria	161.3
Productive and effective land management	
Management of Public Land and Forests	319.8
Parks Victoria	181.0
Safe and sustainable water resources	
Effective Water Management and Supply	263.0
Reduced impact of major bushfires and other emergencies on people, property and the environment	
Fire and Emergency Management	441.3
Productive and sustainably used resources	
Agriculture	496.6
Sustainable development of Victoria’s earth resources	
Resources	45.9
Total	2446.1

Output initiatives		(\$ million)			
The department's objectives and outputs		2024-25	2025-26	2026-27	2027-28
Agriculture					
Collaborative vertebrate pest animal management		2.0	0.4	0.4	..
Food safety of Victoria's horticulture industry		1.2	1.0	0.9	0.9
Future Drought Fund		2.3	4.0	1.8	2.1
Native timber harvesting transition		11.1
Protecting Victoria from biosecurity threats		24.6	28.5	22.1	..
Rural Financial Counselling Service		2.0	2.1
Supporting pets and animal welfare		5.6	5.2	2.6	..
Climate Action					
ResourceSmart Schools		3.0	3.0	3.0	..
Effective Water Management and Supply					
Bendigo mining rehabilitation treatment plant		tbc	tbc	tbc	tbc
Environmental watering infrastructure to restore Victorian high-value sites in southern Murray Darling Basin floodplains and waterways		9.7
Improving Victoria's water resources knowledge and access		34.5	34.5	34.5	34.5
Maintaining the health, resilience and enjoyment of Victoria's waterways, catchments and Country		56.8	77.2	77.0	59.4
Maintaining water cycle climate action: Becoming net-zero and disaster ready		2.9	3.2	2.8	2.8
Reducing the risks of floods in a changing climate		9.0	9.5	9.5	9.5
Water efficiency and diverse water supplies for water security, resilience and liveability		19.2	31.2	26.0	19.3
Water planning for a resilient and secure future		6.4	6.6	5.8	5.8
Water wise and resilient rural communities		14.7	15.3	15.3	14.5
Energy					
Accelerating energy project delivery and mitigating biodiversity impacts		5.8	0.5
Delivering the offshore wind program		9.1	9.2
Energy affordability and protecting consumers		3.9	3.9	2.1	2.2
Establishing VicGrid		12.5
Improving Victorian Energy Upgrades		2.9	3.0
Small-scale back-up generators program		0.1	0.1	0.1	0.1
State funding commitments to national energy market bodies		11.1	11.1
Environment and Biodiversity					
Land conservation covenants in Melbourne		2.0
Fire and Emergency Management					
Bushfire prevention	
Securing the forest firefighting workforce		9.8	8.8	9.0	9.3
Management of Public Land and Forests					
Forestry contractor strategy		72.5	72.5	72.5	72.5
Future Forests program		44.8	41.4	14.7	14.7

Improving amenities for regional tourism	0.9
Managing contaminated public land	1.2
Ninety Mile Beach – growing the Gippsland Lakes Coastal Park	0.6	1.0	1.0	0.6
VicCoasts volunteers	1.0
Zoos Victoria Kids Free Policy	11.9
Resources				
Minimising risks from rehabilitation of former mines	3.4
Supporting the resources sector to achieve Net Zero and the Big Build	11.4	11.1	11.1	11.1
Solar Victoria				
Energy efficient hot water rebates	29.7
Zero interest loans for solar home batteries	6.1
Statutory Activities and Environment Protection				
Preventing waste crime	11.1	11.1	11.1	11.1
Waste and Recycling				
Charitable recycler grants	1.8	1.9	1.9	2.0
Supporting a circular economy	5.5	3.1	3.1	3.1
Total output initiatives	464.0	400.4	328.5	275.6

Asset initiatives		(\$ million)				
The department's objectives and outputs		2024-25	2025-26	2026-27	2027-28	TEI*
Effective Water Management and Supply						
Improving Victoria's water resources knowledge and access		0.2	0.6	0.6	0.4	1.8
Fire and Emergency Management						
Critical bushfire and emergency asset maintenance and replacement		11.0	9.0	20.0
Management of Public Land and Forests						
Improving amenities for regional tourism		6.9	4.7	11.6
Total asset initiatives		18.1	14.3	0.6	0.4	33.4

* Total Estimated Investment

Approved use of accumulated State Administration Unit (SAU) surplus

The Resource Management Framework sets out the order of funding for approved asset investments. DEECA follows this order and if required, funds will be drawn down from accumulated SAU funding, after seeking approval from the Treasurer as required under S33 of the Financial Management Act 1994. Within DEECA, 5 approved Corporate Services (4) and Energy (1) initiatives have accessed these SAU funds to deliver additional services and infrastructure, details of which will be reported in the Annual Financial Report.

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