

Department of Energy, Environment and Climate Action

Corporate Plan 2025 - 2029



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We acknowledge and respect Victorian Traditional Owners as the original custodians of Victoria’s land and waters, their unique ability to care for Country and deep spiritual connection to it.

We honour Elders past and present whose knowledge and wisdom has ensured the continuation of culture and traditional practices.

DEECA is committed to genuinely partnering with Victorian Traditional Owners and Victoria’s Aboriginal community to progress their aspirations.



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Message from the Secretary

A resilient and prosperous Victoria requires environmental stewardship and economic growth to go hand in hand.

With the local, state, national and global context continuously evolving, planning for how we operate as an organisation is essential to deliver on our commitments to the Victorian community.

Even as we prepare for the future, we acknowledge that we live and work on the country of the world's oldest living culture – maintained by Traditional Owners who did not cede sovereignty. Working with Victoria's Traditional Owners, we have an important obligation to enable meaningful progress towards self-determination, through 'Pupangarli Marnmarnepu', and to support the Victorian Government's commitment to Treaty.

The Department of Energy, Environment and Climate Action's (DEECA) priorities in clean energy, secure water supplies, the circular economy, and climate resilience address environmental priorities and stimulate economic activity. Investments in renewable energy infrastructure, modern agricultural practices, integrated land management and sustainable extraction of resources creates jobs, attracts investment and grows our regions.

Our roadmap to deliver these priorities, collaborate with partners, and be accountable for outcomes is presented in the DEECA Corporate Plan for 2025-29.

The Corporate Plan is underpinned by our public sector values of responsiveness, integrity, impartiality, accountability, respect, leadership and human rights. Our approach is based on engaging with the community which we serve.

We partner with community, industry, business and Traditional Owners and First Nations people to undertake our key functions including:

- supporting Victoria's world-class agriculture sector through fostering innovation, boosting productivity and supporting the farming community while safeguarding biosecurity, market access and animal welfare
- leading the whole of government delivery of Victoria's climate action, including an integrated energy transition which is affordable and reliable while meeting our renewable energy and climate targets

- enabling sustainable and efficient use of Victoria's resources to support Victoria's Big Build and Housing targets and economic growth
- responding to emergencies that impact asset and public safety, infrastructure, and access to public land, including seasonal bushfire, flood, storm and biosecurity events, while continuing to increase future response capacity and resilience to a changing climate
- managing natural and built assets on public land and continuing to develop opportunities for people to enjoy and engage with nature in Victoria, whilst protecting biodiversity and the environment and boosting economic growth through our visitor economy
- sustainably managing Victoria's water supplies, urban water security, healthy catchments and floodplains
- enabling self-determination, including through facilitating critical discussions and actions related to Treaty negotiations in Victoria and carefully considering the Yoorrook Justice Commission's findings and recommendations. We will also continue to improve DEECA's systems and processes and build cultural capability and cultural safety in DEECA's workforce

The Corporate Plan also puts our work in a broader context, outlining how DEECA delivers projects and services against key Victorian government economic, environmental and social priorities and global sustainable development goals.

This plan aims to enable DEECA to work more effectively towards a collective vision and shared outcomes, and to inform high-impact investment and decision making. We look forward to collaborating with our stakeholders across the state to see this corporate plan realised.



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. Gayle Tierney 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.

'Thriving, productive and sustainable communities, environments and 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
- Victorian businesses and industries
- 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 approximately 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 \$9.9 billion, with 79 per cent (\$7.8 billion) comprising various categories of public land.

The department owns and manages a further \$2.1 billion 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 eight 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, manage critical industry transitions such as forestry, and enable 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 businesses that use state forests. The group also undertakes regulatory functions for wildlife, biodiversity, public land use and fire prevention. It leads development and advice on forest, fire and emergency management policy, science, strategy and legislation, and delivers safe and fit-for-purpose capability solutions including statewide assets, equipment, technology and learning.

Corporate Services

The Corporate Services Group (CSG) enables DEECA to deliver positive outcomes for the community by acting with integrity, fostering trusted partnerships and striving for exemplary business services.

The group aims to be acknowledged as a trusted adviser, facilitator and system steward through collaboration and partnership and by leveraging contemporary technology and best practice.

CSG comprises teams delivering services across finance, infrastructure and procurement, information services, legal and legislation, people and culture, strategic communications and strategy and performance.

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 energy projects and technology deployment, and contributes to national initiatives and market reform. The Group delivers this through strong partnerships and maintaining a focus on improving reliability and security of the energy system, reducing emissions, increasing energy affordability, enhancing safety, increasing jobs and economic development and enabling Aboriginal self-determination.



Regions, Environment, Climate Action and First Peoples

The Regions, Environment, Climate Action and First Peoples Group (RECAFP) is the home of DEECA's expertise on climate action, the circular economy, environment protection and the management of natural and built assets on public land across Victoria. The RECAFP Group provides advice to the Victorian government on the policy settings, programs and initiatives which will further the implementation of DEECA's state-wide objectives in the environment and climate action portfolios.

Through its network of regional directorates, the RECAFP Group provides integrated, place-based design and delivery of programs, projects, and services across departmental portfolios. It is also responsible for leading DEECA's self-determination reform agenda with a particular focus on developing cultural capability, creating a culturally safe working environment, and improving employment opportunities for Aboriginal Victorians across the department.

Resources Victoria

Resources Victoria (RV) facilitates informed and responsible earth resources exploration, development, extraction and rehabilitation in Victoria. RV seeks to:

- increase investment in Victoria's earth resources, including new critical minerals
- 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 residential development.

RV applies specialist scientific and technical expertise to understand Victoria's geology, and create new opportunities for responsible investment and support the transition to a low-emission economy and renewable energy objectives. Through the delivery resources policy and legislative reform, RV enables responsible earth resources activities, from exploration through to rehabilitation.

RV facilitates earth resources projects in a timely and transparent way that safeguards public safety, human health, infrastructure and the environment. RV works across government to enable investment, while supporting industry with expert advice and clear and efficient approvals processes.

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 and energy efficient hot water systems. 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 through the Large Energy User Electrification Support Program. In 2026, the VEU will introduce a home insulation program accompanied by an insulation safety and quality assurance regime. The Solar Homes and VEU programs assist Victorians reduce their energy bills while boosting our renewable energy supply, supporting jobs and improving our grid security.

Water and Catchments

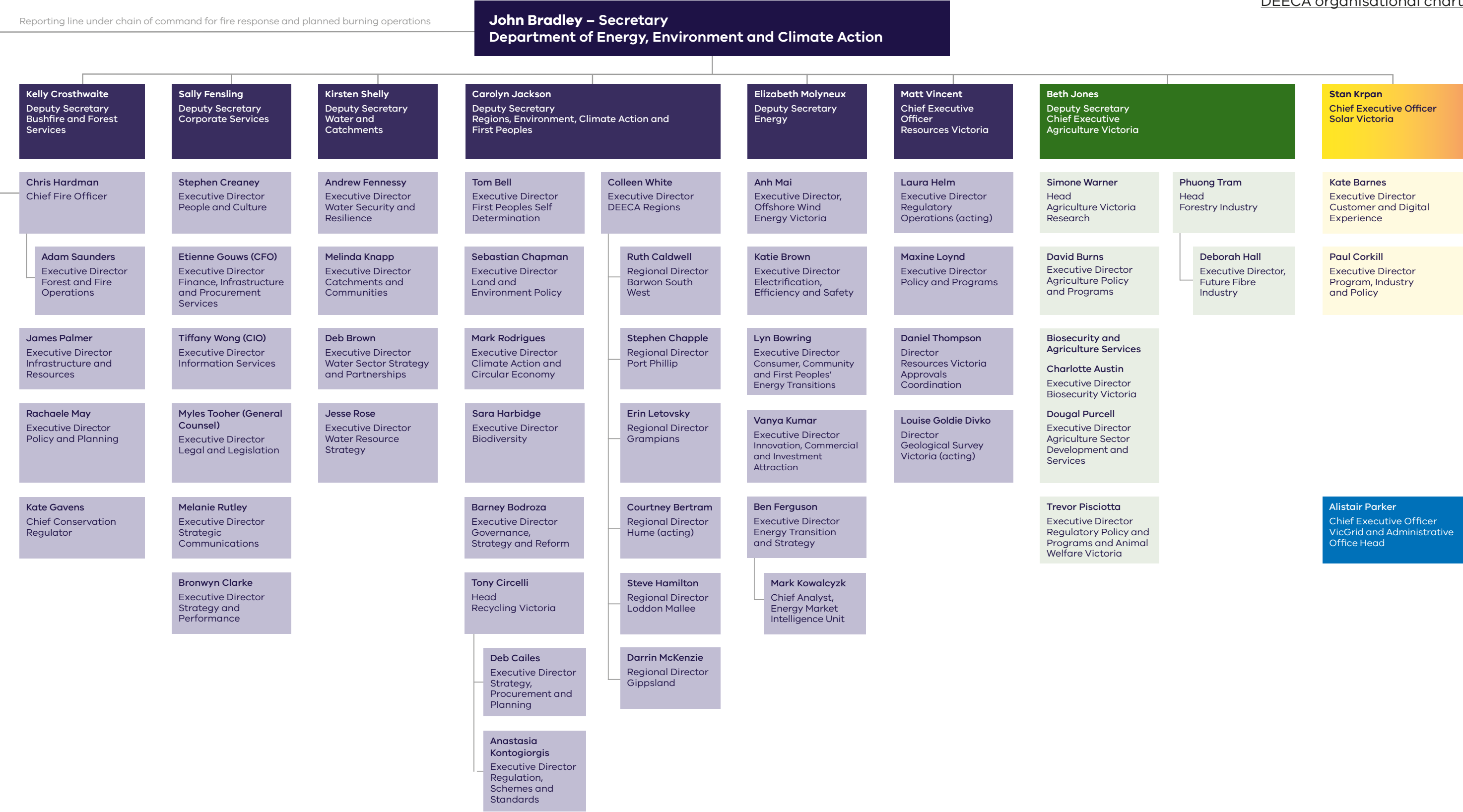
DEECA's Water and Catchments group ensures Victoria has safe, sustainable, and productive water resources to meet current and future urban, rural, environmental and cultural needs and is responsible for the implementation of the government's strategic directions for management of the state's water and catchment resources. 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.



Organisational Chart

From 1 July 2025

Our Ministers
DEECA organisational chart



Our operating environment

Key challenges

Economic uncertainty

Victoria continues to navigate a complex and evolving economic landscape. Like many states and territories, Victoria is experiencing skilled workforce shortages, supply chain disruptions, and sustained cost of living pressures that are affecting households and businesses. These domestic issues are impacted by a shifting geopolitical environment, which is influencing global trade, investment, and markets. There is an opportunity for Victoria to enhance economic resilience to support long-term growth.

A changing climate

Victoria is experiencing impacts from climate change and these impacts are projected to increase in the coming decades, including:

- rising average temperatures
- rising sea levels
- ecosystem disruption
- changes in rain patterns
- reduction in agricultural yields and increased risk of pests and diseases
- more frequent and intense extreme weather events.

These climate-related pressures are contributing to overlapping and compounding emergencies across the state. The consequences are extensive – affecting public safety, critical infrastructure, access to public land, agriculture, energy and resources sectors and posing risks to biodiversity, water quality, economic stability and Aboriginal cultural heritage values.

Addressing these challenges requires both mitigation efforts to reduce greenhouse gas emissions including accelerating the transition to renewable energy and innovating to reduce agricultural emissions, and adaptation measures to prepare for and respond to the impacts already occurring and expected to worsen such as extreme weather, sea level rise and ecosystems shifts.

Transforming our energy network

Victoria’s energy supply is facing growing challenges to affordability, reliability and security—driven by aging coal-fired power plants, increasingly severe weather events and the rapid transformation of the electricity grid.

Efforts to mitigate climate change through reduced greenhouse gas emissions are accelerating a transformation in the energy sector. The shift toward renewable energy generation and storage, along with the electrification of the built environment, industry, and transport, is complex and fast-moving. While this transition is expected to generate thousands of new jobs, it also requires targeted investment in workforce development and training.

To support this transformation, Victoria must also unlock greater access to essential construction materials and realise its potential in critical minerals. These resources are critical to building new renewable energy supply chains and enabling infrastructure delivery.

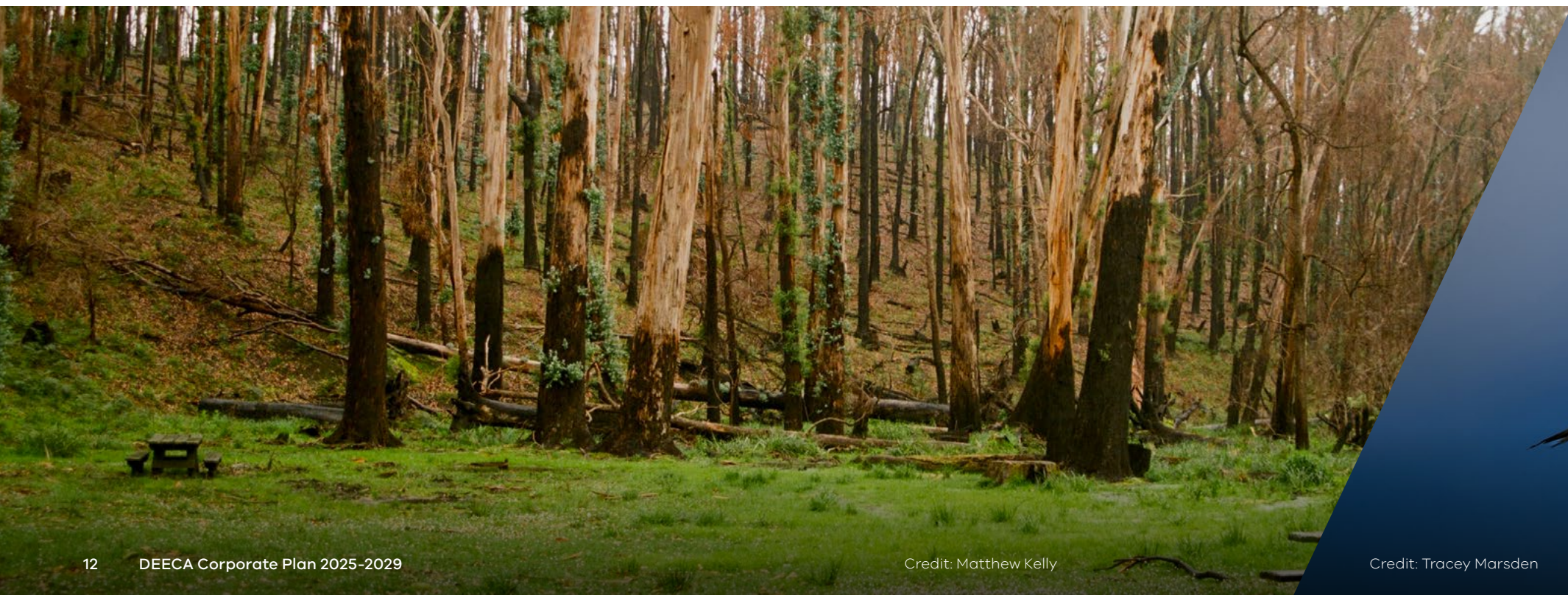
Competing land use

Victoria is navigating changing land use demands—and seeks to drive economic growth, safeguard environmental sustainability, and ensure the rights of First Nations peoples are met.

Our energy transition will reshape landscapes across the state, impacting both natural and built assets, communities and existing land uses. This will be actively and transparently managed in partnership with Traditional Owners and through collaboration and consultation with communities and across all levels of government.

The availability of extractive resources located near growth corridors and major construction projects is a key enabler of housing and major infrastructure development. Demand for critical and rare earth minerals is also rising to support the energy transition.

Optimising land resources in ways that support both environmental sustainability and economic objectives is central to our commitment to support thriving, productive and sustainable communities, environments and industries. It requires integrated planning, forward thinking and inclusive engagement to ensure land use decisions deliver long-term value for Victoria.



Addressing environmental decline

The *State of the Environment 2023 Report*, confirms that 32 out of 42 biodiversity indicators are either deteriorating or unable to be assessed, highlighting the urgency of addressing environmental decline. The drivers of this decline are complex and interconnected, shaped by a range of pressures including climate change, habitat loss and fragmentation, altered fire and water regimes, invasive species; the impact and spread of new and existing pest plants and animals, and the legacy of historic clearing that has left much of the landscape environmentally fragmented and vulnerable.

Victoria’s transition to a circular economy represents an opportunity to reduce total waste generation, divert waste from landfill, lower emissions and help reverse biodiversity loss, must be a shared responsibility. Coordinated effort is required to support environmental recovery and long-term sustainability across government, industry, philanthropy, financial institutions and the broader community.

Transformative Technologies and Public Expectations

The rapid emergence and adoption of disruptive technologies—including artificial intelligence, automation, digital twins and advanced data analytics—are reshaping how government, industry and communities operate. Greater access to information and digital systems, also means communities are seeking more transparency, accountability and inclusive decision-making.

While technological innovations offer significant opportunities to improve service delivery, decision-making, and economic productivity, they also present challenges around data governance, ethics and regulatory alignment, and workforce capability. Navigating this technological transformation requires sector collaboration to ensure that innovation supports growth, responsiveness and participation, and retains public trust.

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.

Some of the risks our department faces include climate change, emergency management, sustainable growth, the Victorian economic landscape, security and supply of critical services, service delivery adaptability, and technology security and resilience.

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 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 assets and services.
- 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 assets and services from climate risks.



DEECA's role in supporting economic growth

DEECA enables and drives a strong, sustainable and resilient economy in the face of complex challenges

DEECA portfolios continue to play a vital role in safeguarding and strengthening Victoria's economy. Through our emergency management, bushfire resilience, and biosecurity initiatives, we protect communities and critical industries.

We support workers and sectors through economic transitions in energy and forestry, and we foster growth in emerging and strategic industries including in the agriculture, critical minerals, and circular economy sectors.

The 2025-29 Corporate Plan is an important strategic document that demonstrates how our work is crucial to the state's economic success through, for example:

- Supporting Victoria's agriculture, food and fibre sectors, that underpin almost 400,000 jobs directly or indirectly, and have made Victoria the nation's leading food and fibre exporter with 27% of Australia's total - valued at \$20.1 billion - in 2023-24
- enabling \$35 billion in investment by 2035 in renewable energy and addressing cost of living through the lowest wholesale prices in the National Electricity Market

- a water sector investing \$825 million in infrastructure-related activities, supporting \$5.24 billion in irrigated agriculture and 25,000 water trades each year that supports a rapid increase in residential water housing connections with \$905 million invested in 2024
- a well-managed resources sector worth \$4.6 billion to the Victorian economy in 2024
- supporting an economic contribution of \$2.6 billion in 16 million visits to state forests every year
- unlocking a \$6.4 billion increase to Gross State Product, by improving economy-wide material efficiency by just 5%, through the transition to a circular economy by improving economy-wide material efficiency by just 5%

'We foster growth in emerging and strategic industries including agriculture, critical minerals, and circular economy enterprises.'



Aboriginal Self-Determination

DEECA partners with Victoria’s Traditional Owners and Aboriginal Communities to support Aboriginal self-determination and self-governance in protecting Country, maintaining spiritual and cultural practices, and achieving their goals and expectations for the future. DEECA works closely with First Peoples to identify opportunities for removing barriers to self-determination and transferring decision-making power from government to First Peoples on the matters that affect them.

DEECA's commitment to self-determination - Pupangarli Marnmarnepu

DEECA has formalised its commitment to support self-determination and embed self-determination in its work through Pupangarli Marnmarnepu (‘Owning our Future’), our Aboriginal Self-Determination Reform Strategy 2020–2025 (extended to June 2026).

Now in its sixth year of implementation, the delivery of projects aligned to Pupangarli Marnmarnepu has laid the foundations for DEECA to uphold its commitments to:

- make improvements to systems and processes to enable self-determination, including the transfer of power and resources to Traditional Owners
- facilitate the work of DEECA in the advancement of the Treaty and responding to the work of the Yoorrook Justice Commission

- recruit, support, develop and retain Aboriginal staff through the development and implementation of a First Peoples employment strategy
- enhance Aboriginal cultural capability with the department through the implementation 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 An icon showing a teal location pin with a white circle in the center, overlaid on a horizontal line with three circles, symbolizing location and accessibility.	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 An icon showing a teal speech bubble with a white circle inside, and a teal arrow pointing from a person silhouette towards it, symbolizing communication and listening.	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 An icon showing a teal clock face with a white circle in the center, and a teal arrow forming a circle around it, symbolizing a cycle and 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

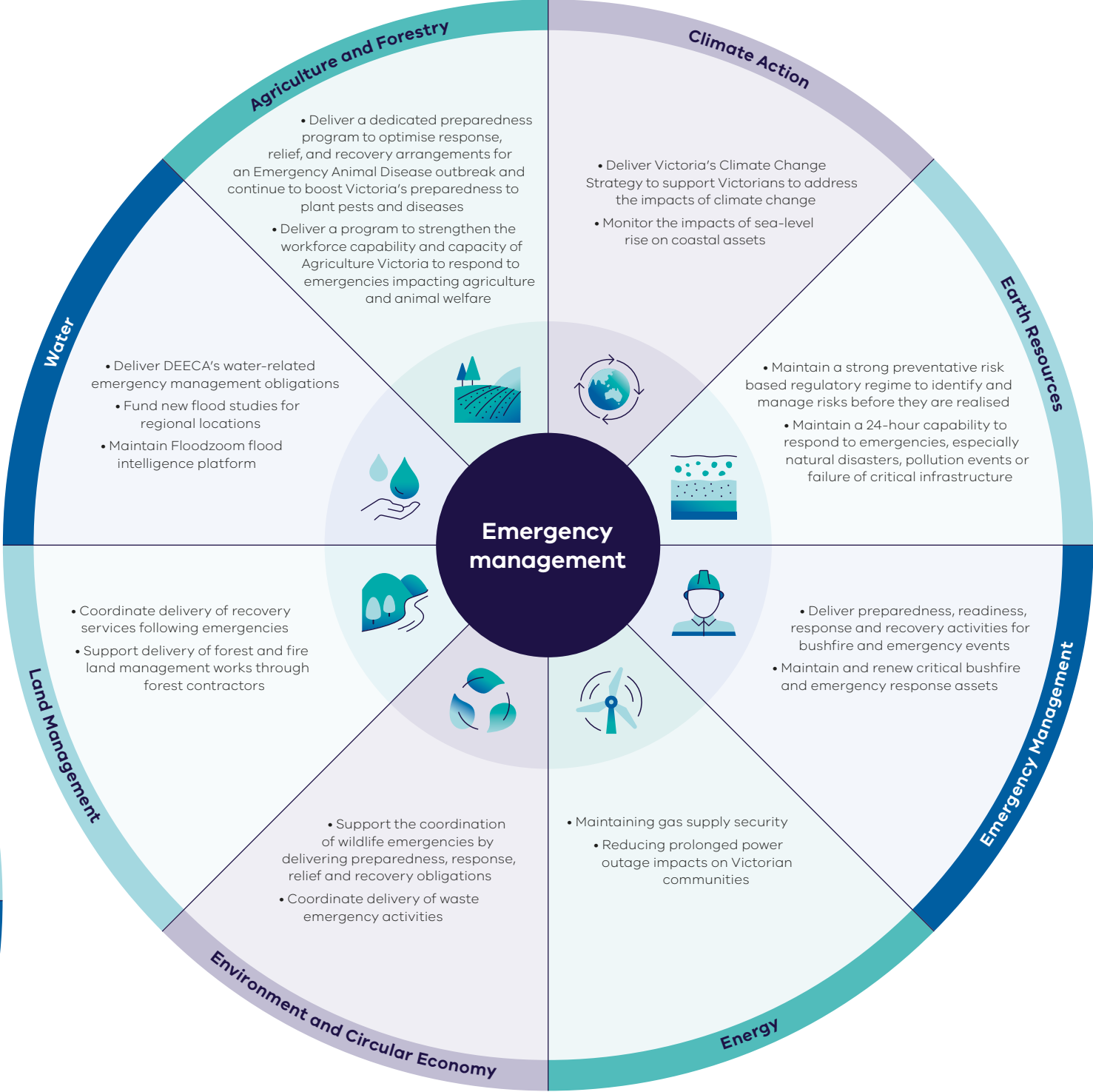
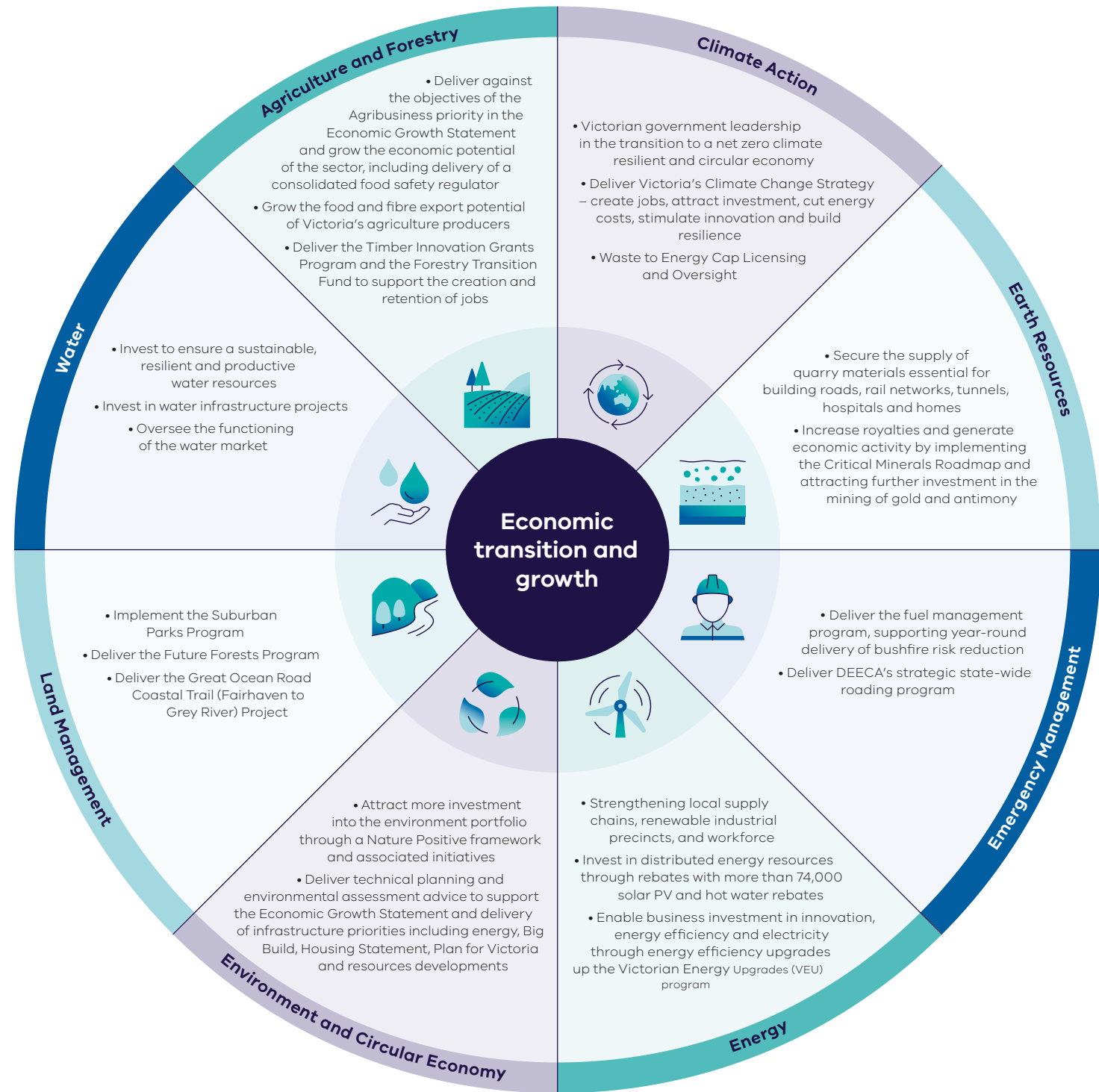


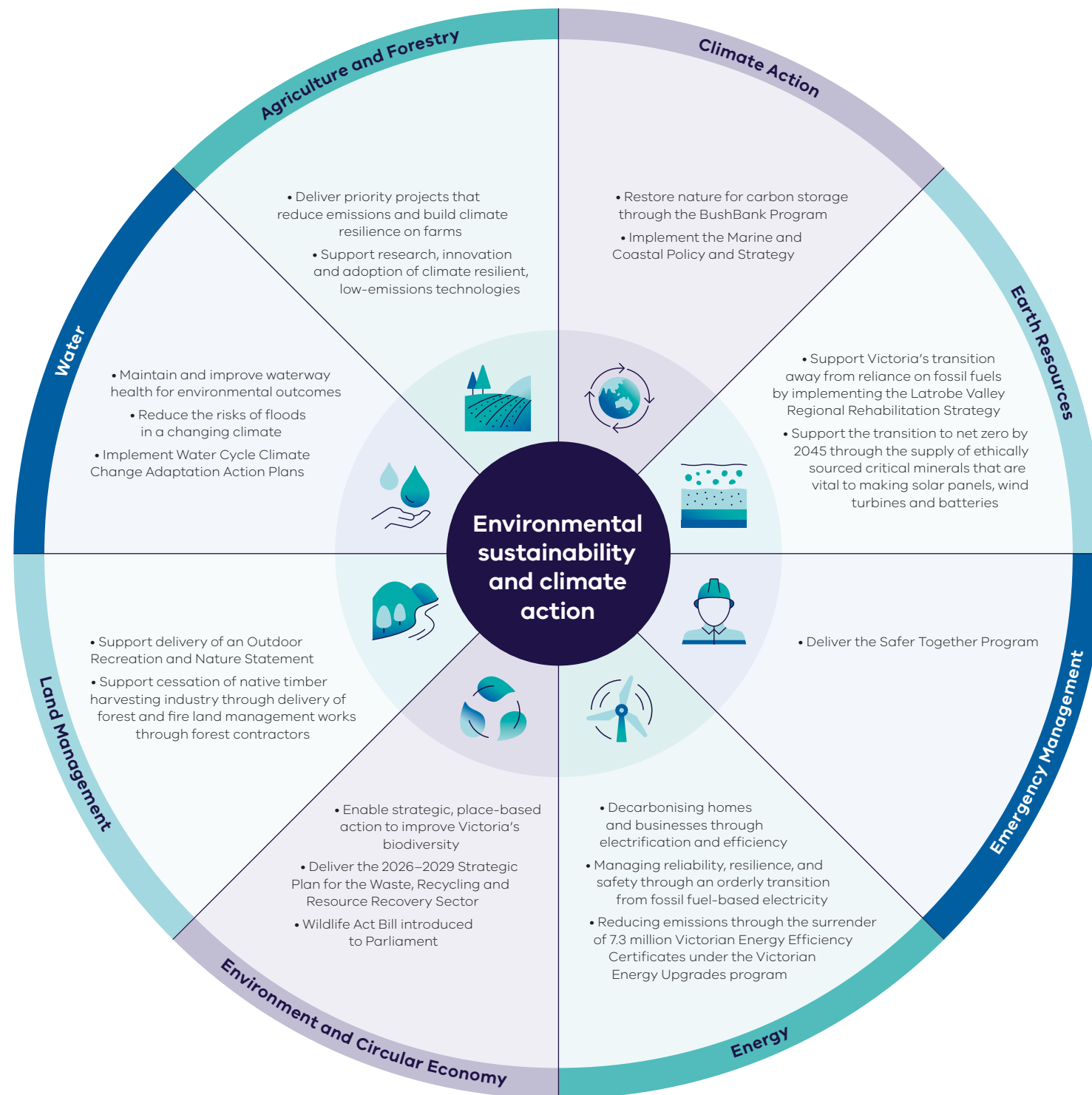
Cross-cutting themes

Together, our projects and services provide a One-DEECA contribution to key government priorities:

- Aboriginal Self-Determination and First Peoples
- Economic transition and growth
- Emergency management
- Environmental sustainability and climate action.

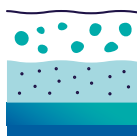









These cross-cutting themes support the realisation of DEECA's 8 Outcomes, responses in each of the quadrants demonstrate the intersection between the cross-cutting theme and the DEECA Outcome.





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																
 <p>Agriculture and Forestry Productive and sustainably used natural resources</p>		 <p>Climate Action Net-zero emissions, climate ready economy and community</p>		 <p>Earth Resources Sustainable development of Victoria's earth resources</p>		 <p>Emergency Management Reduce the impact of major bushfires and other emergencies on people, property and the environment</p>		 <p>Energy Reliable, sustainable and affordable energy services</p>		 <p>Environment and Circular Economy Healthy, resilient and biodiverse environment</p>		 <p>Land Management Productive and effective land management</p>		 <p>Water Safe, sustainable and productive water resources</p>		
Core SDG																
 <p>2 ZERO HUNGER</p>		 <p>13 CLIMATE ACTION</p>		 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>		 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>		 <p>7 AFFORDABLE AND CLEAN ENERGY</p>		 <p>15 LIFE ON LAND</p>		 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>		 <p>6 CLEAN WATER AND SANITATION</p>		
Additional SDG																
 <p>3 GOOD HEALTH AND WELL-BEING</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	 <p>6 CLEAN WATER AND SANITATION</p>	 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	 <p>3 GOOD HEALTH AND WELL-BEING</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	 <p>3 GOOD HEALTH AND WELL-BEING</p>	 <p>6 CLEAN WATER AND SANITATION</p>	 <p>6 CLEAN WATER AND SANITATION</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	 <p>3 GOOD HEALTH AND WELL-BEING</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	 <p>13 CLIMATE ACTION</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>		 <p>13 CLIMATE ACTION</p>	 <p>15 LIFE ON LAND</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	 <p>13 CLIMATE ACTION</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	 <p>10 REDUCED INEQUALITIES</p>	 <p>14 LIFE BELOW WATER</p>	 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	 <p>10 REDUCED INEQUALITIES</p>	
 <p>15 LIFE ON LAND</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>								 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	 <p>13 CLIMATE ACTION</p>	 <p>15 LIFE ON LAND</p>	 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	
										 <p>14 LIFE BELOW WATER</p>	 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>			 <p>13 CLIMATE ACTION</p>	 <p>14 LIFE BELOW WATER</p>	
														 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	 <p>10 REDUCED INEQUALITIES</p>	

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 Marnmarnepu 'Owning our Future' Aboriginal Self-Determination Strategy 2020–26.

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	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 inclusion of social and community values in water management
				Enabling Aboriginal self-determination in the energy transition sector	Restoring our native forests following the end of native timber harvesting, including regeneration works and seed collection programs		Increase efficiency of water use
				Increase access to affordable renewable energy for Victorians and reduce emissions			Improve water sector governance, systems integration and water emergency management

Success in 2025–26 looks like:

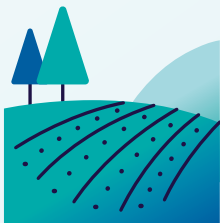
2,000,000 trees planted under the Gippsland Plantation Investment Program to ensure a long-term and sustainable plantation timber industry	8.5 million kWh saved by Victorian schools participating in the ResourceSmart Schools program managed by Sustainability Victoria	At least 80 million tonnes of new quarry resources approved for extraction in 2025–26	Statewide bushfire risk is maintained at or below 70%	74,700 Solar Homes Program rebates and loans provided to Victorian households	72% of municipal and industrial waste diverted from landfill by 2025	22 local parks, playgrounds and dog parks completed	6 New flood studies funded to ensure communities understand flood risk and to inform investment in flood warning and mitigation measures
90% of preparedness activities implemented, in line with agreed plans, to ensure response readiness for emergency animal and plant pest, disease and natural disaster incidents	100% of statutory outputs under the <i>Climate Action Act 2017</i> delivered on time	95% of mineral license applications and work plans processed within regulatory timeframes in 2025–26	80% of fires contained at less than 5 hectares/first attack to suppress fires before they become established, minimising impact	7.3m Victorian Energy Efficiency Certificates surrendered under the Victorian Energy Upgrades program	One billion drink containers collected during the year	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
50% ratio of external funds co-invested in agriculture research and development projects	On track for 28–33% reduction in Victoria's emissions by 2025	10 Geoscience data packages released in 2025–26 to promote earth resource opportunities across the State	12 stakeholder and community forums on bushfire management and planned burning held	25 neighbourhood batteries installed, including batteries specifically for Traditional Owners and First Peoples communities	400,000 environmental volunteer hours contributing to the health of Victoria's biodiversity	75% of recreational facilities in state forests maintained to have a life expectancy greater than five years	8,000 hectares of waterway vegetation works undertaken to improve the health and resilience of waterways
			All readiness and response plans completed by October 2025, prior to the upcoming fire season	3,000 vulnerable Victorian energy consumers supported to navigate the energy market by the Energy Assistance Program	70% of weed and pest animal control targeted towards priority locations to improve native species populations and habitats		
				70% of users of the Victorian Energy Compare website who report they are likely to recommend the website to others			

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.



Credit: Garry Barker



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 2025-26

- 2,000,000 trees planted under the Gippsland Plantation Investment Program to ensure a long-term and sustainable plantation timber industry
- 90% of preparedness activities implemented, in line with agreed plans, to ensure response readiness for emergency animal and plant pest, disease and natural disaster incidents
- 50% ratio of external funds co-invested in agriculture research and development projects



Total budget

\$537.2 million



Key initiatives

Deliver against Agribusiness priority in the Economic Growth Statement to grow the economic potential of the sector

The 2024 Economic Growth Statement identifies agribusiness as a priority sector for investment and development, recognising its role in delivering productivity gains, regional growth and broader economic benefits. In response, Agriculture Victoria (AV) will coordinate a set of high-impact initiatives that demonstrate tangible progress against this priority, opportunities for co-investment and advancement of complementary government goals. In 2025-26 these will include:

- undertaking a supply chain resilience and growth assessment to identify vulnerabilities and economic enablers across the agriculture sector
- undertaking a reform project to establish a new, independent, food safety regulator consolidating existing food safety regulatory functions
- assessing and identifying opportunities to address regulatory burden on farmers

- supporting the development of a land use coexistence policy and framework as outlined in the Victorian Critical Minerals Roadmap
- delivering the Food and Fibre Export Performance Report for 2024-25
- delivering strategic engagement across the sector to support agribusiness innovation, investment and growth in collaboration with DJSIR, LaunchVic and local government.

Accelerate action by the agriculture sector to reduce emissions and adapt to climate change

Deliver priority projects that underpin Victoria's transition to a net zero emissions by 2045 that are aimed at delivering world class research, fast tracking innovation improving access to practical solutions and tools, and targeted incentives to support more farmers to implement more solutions on farm.

Develop and deliver the Victorian Government drought support package 2025-26

Guided by the Victorian Government Drought Preparedness and Response Framework, AV will provide advice to the Victorian Government on seasonal conditions to inform Government decisions on drought support. AV will in turn oversee whole-of-Victorian Government delivery arrangements and directly deliver invested drought supports, underpinned by a proactive communications and engagement approach. Key 2025-26 drought support programs and activities include 'Look over the Farm Gate' mental health and wellbeing program; Farm Drought Support Grants program; kangaroo management program; farmer advisory services; Small Business Financial Counsellor and communications and engagement activities.

'The Gippsland Plantations Investment Program 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, relief, and recovery arrangements for a biosecurity emergency including an Emergency Animal Disease (EAD) or new plant pest or disease incursion.

Deliver the Gippsland Plantations Investment Program

The \$122.7 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 harvesting. 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.



Climate Action



Our goal

Net zero emission, 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 2025-26

- 8.5 million kWh saved by Victorian schools participating in the ResourceSmart Schools program managed by Sustainability Victoria
- 100% of statutory outputs under the Climate Action Act 2017 delivered on time
- On track for 28-33% reduction in Victoria's emissions by 2025



Total budget

\$18.4 million



Key initiatives

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:

- Embed climate action and circular economy considerations in government policy, budget, procurement and investment decisions.
- Provide advice and develop policy guidance and tools to 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).
- Partner with Victorian Traditional Owners to support Traditional Owner climate action aspirations.

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 maintaining a world leading climate action legislative framework.
- Provide advice on Victoria's whole of economy strategy for climate action including preparing Victoria's Climate Change Strategy 2026-2030.
- Provide advice on cost-effective emissions reduction policies to meet Victoria's emissions reduction targets, including coordinating seven emissions reduction pledges for 2026-2030 across six sectors and the Government's own operations.
- Provide evidence-based advice on the economic opportunities (growth, jobs, productivity) of the climate action.
- Lead development and implementation oversight of adaptation across Government including delivery on new Adaptation Action Plans for October 2026
- Deliver cross-cutting policies and interventions to improve Victoria's climate resilience
- Monitor & Report on Victoria's climate action work program to ensure alignment across Victorian Government & progress towards climate goals.

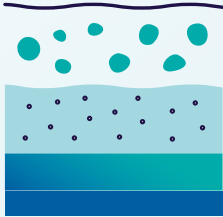
Deliver best available climate science and emissions analysis

Provide best available climate science and emissions analysis to support effective climate action in Victoria. To achieve this DEECA will:

- Leverage investment in the Climate Science Report 2024 to support decision-makers to apply climate science across government infrastructure priorities, development of new Adaptation Action Plans and climate risk management.
- Publish Victoria's annual greenhouse gas 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 including updates to associated Financial Reporting Directions.



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 2025-26

- At least 80 million tonnes of new quarry resources approved for extraction in 2025-26
- 95% of mineral license applications and work plans processed within regulatory timeframes in 2025-26
- 10 Geoscience data packages released in 2025-26 to promote earth resource opportunities across the State



Total budget

\$53.7 million



Key initiatives

Victoria's Critical Minerals Roadmap

In December 2024, the Victorian Government released the Critical Minerals Roadmap which aims to support the growth of a sustainable critical minerals industry in Victoria. To date there has been underinvestment in Victorian critical minerals development and its full potential has not been realised. However, with demand for critical minerals and energy transition technologies, which they enable, surging worldwide, Victoria is on the cusp of becoming a significant part of the global critical minerals supply chain. The Roadmap outlines the Victorian Government's commitment to developing a responsible critical minerals industry.

Secure the supply of quarry materials

Victoria's quarry resources sector supplies the raw construction materials to support the state's private and public building projects. If the local supply of quarry-based construction materials fails to meet demand, building costs are expected to rise and could lead to major construction delays. To ensure the supply of quarry resources remains in balance with demand, Resources Victoria will implement the Extractive Resources Joint Ministerial Statement 2025. This seeks to unlock in each period more new resources for production than Victorians demand.

Transition to new Duties Model

The Mineral Resources (Sustainable Development) Act 1990 (MRSDA) is the principal instrument that regulates the resources industry. The framework is overly complex, outdated and out of step with community expectations, industry needs and contemporary risks. 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-based compliance obligations to enable a modern, proportionate and fit-for-purpose regulatory framework that is simpler and more transparent.

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 2025-26

- Statewide bushfire risk is maintained at or below 70%
- 80% of fires contained at less than 5 hectares/first attack to suppress fires before they become established, minimising impact
- 12 stakeholder and community forums on bushfire management and planned burning held
- All readiness and response plans completed by October 2025, prior to the upcoming fire season



Key initiatives

Support delivery of forest and fire land management works through forest contractors

The Forest Contractor Works Program manages the engagement of specialist contractors to supply forest and bushfire management services to a number of programs, including maintenance and delivery works across DEECA's strategic fire road network, Strategic Fuel Breaks network, hazardous tree treatment, storm debris removal on public land, woody weed management and planned burning preparation. Contractors will also undertake works in the delivery of the Delatite Arm Regeneration project.

Lead the Coordination of the implementation of 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.

Deliver the fuel management program, including planned burning, mechanical treatment and the construction and maintenance of Strategic Fuel Breaks on public land

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 for the prevention of bushfire. Forest Fire Management Victoria (FFMVic) develops the planned work program of fuel treatment activities to be conducted, in partnership with Traditional Owners, other fire and land management agencies and community. This is published in the Joint Fuel Management Plan.



Total budget

\$400.6 million

Deliver preparedness and readiness activities for bushfire and emergency response

DEECA will deliver preparedness and response activities to minimise the impacts from bushfires on the community by suppressing fires at first attack. The preparedness program focuses on all actions that need to be delivered ahead of the fire season. DEECA ensures that the first response to fire and other emergencies is fast, determined, safe and thorough. The delivery of preparedness and response activities will ensure that firefighters are in the best possible situation to contain a large percentage of fires to under 5 Ha/and at first attack at or above 80 per cent target, therefore limiting the amount of risk to firefighters and the potential impacts to the community. Furthermore, this will ultimately reduce the significant social and economic cost associated with communities needing to rebuild.

'DEECA ensures that the first response to fire and other emergencies is fast, determined, safe and thorough.'

Deliver DEECA's strategic state-wide roading program

This 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. The roading program helps achieve bushfire management objectives, as well as access for forest recreation and tourism.

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.



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 sector
- Increase access to affordable renewable energy for Victorians and reduce emissions



Success 2025-26

- 74,700 Solar Homes Program rebates and loans provided to Victorian households
- 7.3m Victorian Energy Efficiency Certificates surrendered under the Victorian Energy Upgrades program
- 25 neighbourhood batteries installed, including batteries specifically for Traditional Owners and First Peoples communities
- 3,000 vulnerable Victorian energy consumers supported to navigate the energy market by the Energy Assistance Program
- 70% of users of the Victorian Energy Compare website who report they are likely to recommend the website to others



Total budget

\$306.4 million



Key initiatives

Deliver the Offshore Wind Energy Program

This is the parent program for the Offshore Wind Energy program of work. Projects that are being delivered under this parent program include Program Governance and Integration, Partnership, Regulatory Frameworks, Investment and Sector Development, and Infrastructure and Supply Chain. Due to the Port of Hastings referral outcome in January 2024, a priority project was created to identify alternative port options for the State for Victoria's offshore wind program. These projects seek to deliver at least 2 GW of offshore wind generation by 2032, with additional targets of 4 GW by 2035, and 9 GWs by 2040.

Gas Supply Security

This service comprises actions to ensure security of gas supply to Victoria whilst the broader transformation away from gas is underway, promoting an orderly transition. This includes facilitation of investments in supply augmentations; changes to the National Gas Rules; and amendments to Victorian legislation and subordinate instruments where required.

Driving down gas bills for businesses and households - delivery of the Gas Substitution Roadmap

This project will detail the pathways to deliver net zero emissions associated with the supply 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. The Gas Substitution Roadmap has laid out a long-term vision for energy efficiency, electrification and renewable gases and the Roadmap is updated annually.

Energy Affordability Services Program (including Victorian Energy Compare)

Deliver critical energy affordability services to increase consumer awareness and engagement in the Victorian energy market, to support market participants, and to support government agencies and regulators with valuable consumer and energy market insights. Services include the Victorian Retailer Portal, Victorian Energy Data Portal, the public-facing Victorian Energy Compare (VEC) website, and the public-facing Household Energy Subscriber Service.

100 Neighbourhood Batteries

This initiative seeks to implement 100 neighbourhood-scale batteries across Victoria, including in 15 metropolitan and 14 regional local government areas (LGAs) announced prior to the election. The program will utilise a range of different business models to maximise the breadth of benefits delivered to households and communities (\$42.2 million over 4 years).

Solar Homes rebate and loans program for owner occupiers and rentals

Deliver the Solar Homes rebates and loans program to reduce the cost of renewable energy technology installation for renters and owner-occupied households, boosting access to affordable and renewable energy for Victorians.

'The 100 Neighborhood Batteries program will utilise a range of different business models to maximise the breadth of benefits delivered to households and communities'

Governance oversight of the Victorian Energy Upgrades (VEU) program and strategic planning for the future of the VEU program (including setting of targets for 2026-2030)

Deliver the Victorian Energy Upgrades (VEU) Program, including the launch of the insulation activity and findings from the VEU Strategic Review, to help reduce household and business energy bills by providing incentives on energy saving products.



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.



Credit: Tracey Marsden



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
- Restoring our native forests following the end of native timber harvesting, including regeneration works and seed collection programs



Total budget

\$128.3 million



Success 2025-26

- 72% of municipal and industrial waste diverted from landfill by 2025
- 1 billion drink containers collected during the year
- 400,000 environmental volunteer hours contributing to the health of Victoria's biodiversity
- 70% of weed and pest animal control targeted towards priority locations to improve native species populations and habitats



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 hectares of public and private land over a 16-year period (2020-21 to 2035-36). BushBank develops 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 Victoria's 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.

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
- work with stakeholders to improve recycling and resource recovery collection systems in multi-unit developments.

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 and guide strategic delivery of the government's 10-year circular economy policy and targets. To achieve this, DEECA will:

- Provide policy advice to government and agencies across government on circular economy risks, issues and opportunities to identify and remove barriers to investment in the circular economy and increase Victoria's economic productivity
- Deliver priority legislative and regulatory reforms
- Investigate future reforms to further circular economy, reduce risk to government and reduce

regulatory burden

- Influence significant national and federal reforms to ensure they align with and enhance Victoria's transition to a circular economy.
- Build expertise across the Victorian Government and industry to mainstream circular economy practices and demonstrate leadership in the use of reusables
- Support charitable recyclers by providing waste levy relief
- Support emissions reductions in the waste sector.

Deliver technical planning and environmental assessment advice to support the Economic Growth Statement and delivery of infrastructure priorities

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, clear and consistent advice on environmental matters for which the Minister for Environment and Secretary to DEECA are responsible, as critical inputs to regulatory processes, approvals and consents under various legislation, to support economic development and renewable energy transition objectives.

Household Waste and Recycling Service Standard

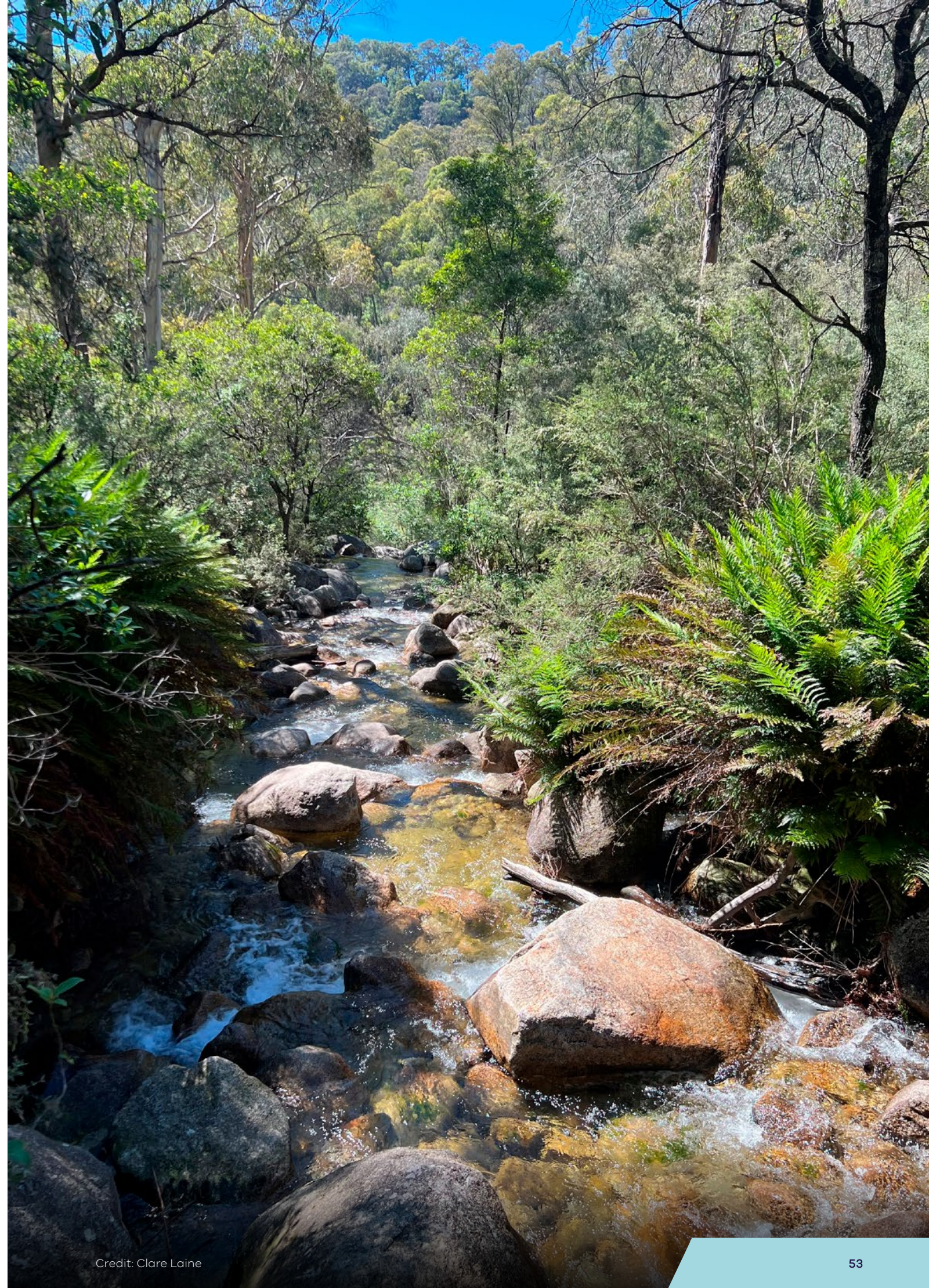
This project involves the preparation and implementation of the Household Waste and Recycling Service Standard 2025. The Service Standard works alongside regulations that require councils and Alpine Resorts Victoria (ARV) to provide standardised waste and recycling services to households under Section 60 of the Circular Economy (Waste Reduction and Recycling) Act 2021. Recycling Victoria is responsible for supporting and overseeing compliance of councils and ARV with the service standard.

Enable strategic, place-based action to improve Victoria's biodiversity (including Protecting Biodiversity Program, 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
- The Weeds and Pests on Public Land Programs
- The Peri Urban Weeds Management Partnership Program
- The Deer Control Program
- Icon Species Program
- Recovering Forest Biodiversity
- 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 Biodiversity 2037.



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.



Credit: Matthew Kelly



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 2025-26

- 22 local parks, playgrounds and dog parks completed
- 70% Traditional Owner satisfaction with DEECA's progress in enabling self-determination
- 75% of recreational facilities in state forests maintained to have a life expectancy greater than five years



Key initiatives

Future Forests Program

The Future Forests Program includes funds forest management activities, covering policy, planning and operational initiatives to reset forest management following the end of native timber harvesting on 1 January 2024. This includes work to restore and enhance native forests, promote biodiversity, and maintain forest access roads. The program supports the work of the Great Outdoors Taskforce and the government response, which will provide a blueprint for future uses and management of our state forests, including the 1.8 million hectares of state forests previously subject to the timber harvesting allocation order. It is critical that our investment in the future of these forests ensures they are climate-resilient, healthy, deliver affordable tourism and recreation, and create environmentally sensitive economic and employment opportunities. The Future Forests Program also includes investment in data and monitoring, to be able to report back to the community that forests are being managed responsibly and sustainably.

Deliver the regulatory operations program including investigations, monitoring and strategic operations and enforcement

The Conservation Regulator leads and coordinates state-wide regulatory service delivery. Its staff conduct complex risk assessments, harm prevention campaigns, audits, inspections and investigations, as well as intelligence functions and assessment and regulation of permissions, operating at the highest level of integrity and accountability. The 2025-27 regulatory priorities (illegal fires on public land, illegal take of firewood, cruelty to wildlife, protection of threatened species and illegal vehicle use) support the Conservation Regulator to focus efforts on the greatest environmental risk and what is most important to the Victorian community.



Total budget

\$313.8 million

Deliver the Great Ocean Road Coastal Trail (Fairhaven to Grey River) Project

The Great Ocean Road Coastal Trail will be a nationally significant multi-day walk, allowing visitors to experience sweeping coastal views, towering eucalypt forest, waterfalls, and hidden gorges. The Trail traverses Gadubanud Country along the Otway coast, and will boast views from suspension bridges and lookouts, as well as a new camp site, boardwalks, river crossings, and day visitor areas. Consisting of both new and existing trails, the proposed route covers coastal locations from Fairhaven through to Grey River. This project is the first stage of developing this experience. It will help diversify the tourism offer in the region.

Develop local parks, playgrounds and 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. Round 2 was a competitive process based on community need, with 26 projects receiving funding. This program also supports the continued implementation of the Victorian Government's Open Space for Everyone Strategy 2021.

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:

- The Government's 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).
- 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 (improvements to be delivered by the Great Ocean Road Coast and Parks Authority).
- 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 create, upgrade and plan for 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 parkland plans to guide future investment

Renewing Victoria's Public Land Legislation

DEECA will implement the Government's commitment to renew Victoria's public land legislation to be a simplified and enabling legislative framework, including the creation of a new Public Land Act, refinement of the National Parks Act 1975 and expansion of the Conservation Forests and Lands Act 1987.

Activate public land through technical and place-based regulatory advice, and services, project delivery and land manager support

DEECA will deliver core function of public land management and administration, including providing technical, place-based advice and regulatory and statutory approvals. This will support effective environmental protection and management and use of natural and built assets on Crown land.



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 2025-26

- 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
- 8,000 hectares of waterway vegetation works undertaken to improve the health and resilience of waterways



Key initiatives

Water Security Plan

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.

Increased Traditional Owner access to water and decision-making in water management

DEECA is working with Traditional Owners and the water sector to implement Water is Life: Traditional Owner Access to Water Roadmap (Water is Life). Water is Life proposes a series of actions the government will take in partnership with the water sector, existing water users, and Traditional Owners to increase Traditional Owner access to water and participation in the management of water landscapes.

This program will invest in Traditional Owner water related priorities and oversee grant governance for funded activities including employment for Aboriginal Water Officers, the Aboriginal Water Officer Network, and self-determined projects.

This program will support the water sector to move towards self-determination, particularly to coordinate the water sector response to Yoorrook Justice Commission recommendations, water portfolio preparation for Treaty, and support Victoria's Closing the Gap water commitments.



Total budget

\$296.2 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 livelihoods. 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 Victoria State Emergency Service (VICSES) in responding to floods.

'Preparing, planning for, and responding to a flood event is key to reducing damage and protecting livelihoods.'

Maintaining the health, resilience and enjoyment of Victoria waterways, catchments, and country

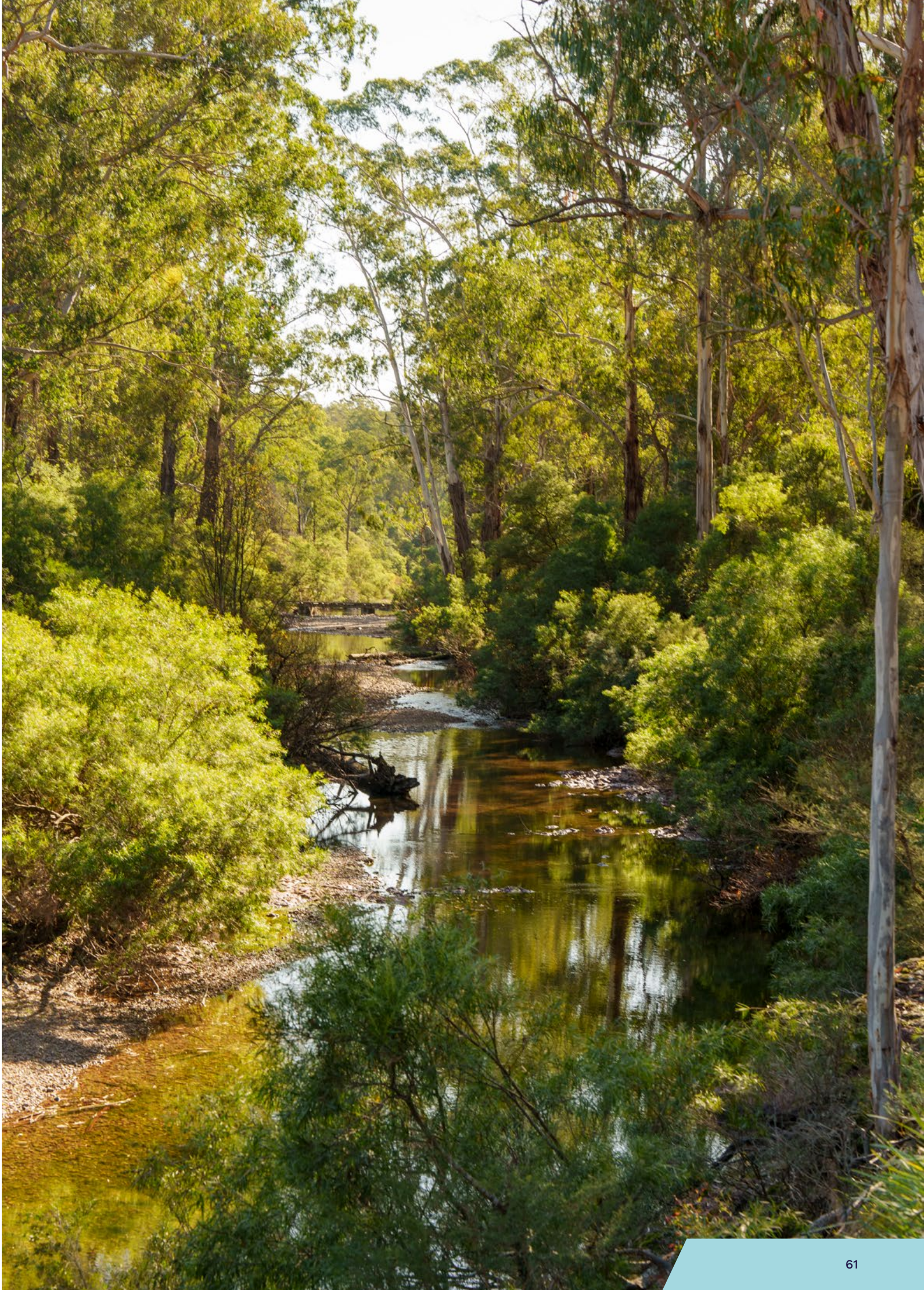
DEECA is delivering an integrated, long-term and sustained set of programs to continue to protect and restore Victoria's regional waterways and catchments, which are severely degraded from over 160 years of development and are subject to escalating pressures. Major components are delivered by the 9 regional CMAs, Melbourne Water, the Victorian Environmental Water Holder and Traditional Owner Partners.

Murray-Darling Basin Inter-jurisdictional strategy and negotiations and Monitoring and 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 strategy for Victoria's position on the Murray-Darling Basin Plan
- 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.



Financial, asset and workforce outlook

The 2025 – 26 Victorian State Budget Paper 3 sets out the department’s outputs and funding. For the 2025 – 26 financial year, the department’s output budget totals \$2.6 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 include implementing the DEECA Leadership model, launching our gender affirmation policy and guidelines, uplifting the capability of hiring managers through the Navigating Recruitment eLearn and developing the psychologically healthy and safe workplaces toolkit and video series. We aim to be an employer of choice, where people have a sense of belonging, feel valued, embrace flexibility, are safe and gain professional satisfaction in their role.

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

- Early career talent programs
- Access and Inclusion Plan
- Gender Equality Action Plan
- LGBTIQ+ Action Plan
- Safety and wellbeing policy
- Staff Led Networks
- DEECA Leadership Development Program.

Financial and Asset outlook

2025-26 budget	(\$ million)
The department’s objectives and outputs	2025-26
Net zero emissions, climate-ready economy and community	
Climate Action	18.4
Healthy, resilient and biodiverse environment	
Environment and Biodiversity	128.3
Statutory Activities and Environment Protection	158.0
Circular Economy	108.0
Reliable, sustainable and affordable energy services	
Energy	306.4
Solar Victoria	142.3
Productive and effective land management	
Management of Public Land and Forests	313.8
Parks Victoria	187.3
Safe and sustainable water resources	
Effective Water Management and Supply	296.2
Reduced impact of major bushfires and other emergencies on people, property and the environment	
Fire and Emergency Management	400.6
Productive and sustainably used resources	
Agriculture	537.2
Sustainable development of Victoria’s earth resources	
Resources	53.7
Total	2650.2

Output initiatives (\$ million)

The department's objectives and outputs	2025-26	2026-27	2027-28	2028-29
Agriculture				
A skilled and healthy farming workforce	1.2
Delivering agriculture sector emissions reductions	3.1	3.0
Growing the industrial hemp sector	0.4
Managing the impacts of livestock predation – Fox Bounty	2.1
Safeguarding the future of Victoria's agricultural sector and supporting animal welfare	7.3	9.4
Effective Water Management and Supply				
Broken reconfiguration project	1.7
Detailed Assessments of the Restoring Flows to the Mallee Floodplain project	tbc	tbc	tbc	tbc
Implementing Water Reform in the Murray Darling Basin	5.7	4.8	2.9	..
Improving compliance in the Murray Darling Basin	0.7	0.9
Protecting Victoria's water security	3.8
Victorian led domestic and stock feasibility projects	0.3
Energy				
Continuing to meet Victoria's Marinus Link shareholder responsibilities	2.5
Enhancing core energy functions	34.4	32.3	36.5	38.8
Industrial Renewable Gas Guarantee	1.5	0.8
Offshore Wind Program	10.0
Power Saving Bonus for vulnerable consumers	50.6
Victorian Energy Upgrades Program – Insulation upgrades	4.6	4.6	1.0	..
Environment and Biodiversity				
Addressing recovery needs from the	2.0
Western Victoria Bushfires	23.2	13.0
Efficient and timely environmental assessments	1.9
Enabling collaborative wildlife management	1.1	1.0
Pest animal management	1.9	2.2	2.4	2.7
Supporting Landcare and Coastcare volunteers	8.7	8.6
Fire and Emergency Management				
Aviation firefighting resources	tbc	tbc	tbc	tbc
Bushfire prevention	tbc	tbc	tbc	tbc
Management of Public Land and Forests				
Continue the establishment of Liwik Barring conservation area and protect Victoria's faunal emblems	1.5	1.5
Delivering outdoor recreation and tourism	0.4
Half price camping fees	5.2	5.3
Kangaroo Harvesting Program	0.2	0.6
Luna Park building works	tbc	tbc	tbc	tbc
Protecting public land	1.0	1.0
Severe weather event recovery	tbc	tbc	tbc	tbc

Supporting nature-based tourism and the environment along the Great Ocean Road	3.7
Zoos Victoria Kids Go Free	15.3
Resources				
Efficient and strengthened earth resources regulation	6.7	9.8	10.2	11.2
Safeguarding Victoria from former mines and quarries	1.7
Solar Victoria				
Solar Homes Program – Hot water rebates	29.7
Statutory Activities and Environment Protection				
Sustaining the EPA's strengthened regulatory functions	23.7	23.7	23.7	23.7
Total output initiatives	255.8	122.6	76.7	76.4

Asset initiatives (\$ million)

The department's objectives and outputs	2025-26	2026-27	2027-28	2028-29	TEI*
Environment and Biodiversity					
Addressing recovery needs from the Western Victoria Bushfires	4.5	2.1	8.1
Fire and Emergency Management					
Maintaining critical assets essential for emergency response	10.0	10.0
Management of Public Land and Forests					
Continue the establishment of Liwik Barring conservation area and protect Victoria's faunal emblems	0.4	0.4	0.8
Supporting nature-based tourism and the environment along the Great Ocean Road	1.5	0.8	2.3
Resources					
Efficient and strengthened earth resources regulation	..	2.0	0.5	..	2.5
Total asset initiatives	16.4	5.2	0.5	..	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, 7 approved Corporate Services (5) Bushfire and Forest Services (1) 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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