

# Sustainability Victoria Annual Business Plan 2021-22



Innovation and  
Investment

Behaviour Change  
and Education

Community  
Action



 Sustainability  
Victoria

 VICTORIA  
State  
Government

Annual Business Plan 2021-22  
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# Acknowledgment

We acknowledge and respect Victorian Traditional Owners as the original custodians of Victoria's land and waters, and for 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.

We acknowledge that we live and work on the lands of the world's oldest and most sustainable culture. We acknowledge the deep connection to Earth of First Nations peoples and their invaluable contributions to our understanding of climate change and the environment.

We are 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 aspirations in the 21st century and beyond.



Adie (Gunaikurnai) 'Connection' 2019, acrylic on canvas



This artwork was created through The Torch, a not for profit organisation, that provides art, cultural and arts industry support to Indigenous offenders and ex-offenders in Victoria.



# Message from the Chair and CEO



As an agency of the Victorian Government, in constructing this plan we have looked at the meaningful ways we can continue to perform and deliver not just on Recycling Victoria, but in the frame of the May 2021 launch of the government's Climate Change Strategy and their new interim targets to 2025 and 2030.

SV roots its action in environmental, social and economic trends, and seeks to initiate, scale up or accelerate action on the two intertwined opportunities of a circular and climate resilient future.

Like all proud Victorians, we are also learning to adapt and find new opportunities as we continue to respond to coronavirus (COVID-19) and its lasting impact on our society, culture and economy. We can see potential for continuing investment in green recovery projects, long-term changes in mobility and related emissions, demand for neighbourhood-scale programs and changes to urban planning that offer new sustainable lifestyles and a greener future.

Alternative fuels such as hydrogen, and the broader electrification of the economy through initiatives such as Victoria's Gas Substitution Roadmap and the Zero Emissions Vehicle Roadmap, will change how we get around, interact

with our built environment, and produce goods and services for both domestic and international markets. This will not come without some pain, as coal plants and fuel refineries shut down presenting both risk and opportunity to many Victorian communities.

Our solutions are scalable to suit a complex and rapidly changing environment and we fund vital research and great ideas to bring them to life. We connect great minds and inspire Victorians of all ages to act on the climate challenges that face us all. We create plans that unite. Why? Because we want a cleaner environment, more robust economy, and more vibrant communities now and in decades to come.

We deliver practical change by championing real world solutions that empower individuals, households, schools, communities, businesses, government and local authorities to act sustainably by sharing our expertise and know-how and that's just the start.

SV's role is in preparing, supporting and inspiring the community in how we produce, consume and power our lifestyles and our livelihoods that has lasting co-benefits for climate, health, resilience and equity.

Change is possible.  
We can show you how.  
Together we are rethinking resources for all, for an inclusive, just and equitable transition journey.



Johan Scheffer,  
Chair



Matt Genever,  
Interim Chief Executive Officer



# Our responsibility

SV operates under the *Sustainability Victoria Act 2005* (SV Act) as a statutory agency of the Victorian State Government in the Environment and Climate Change portfolio.

Our responsibilities include delivering the Victorian Recycling Infrastructure Plan (formerly the Statewide Waste and Resource Recovery Infrastructure Plan), and programs to deliver the Recycling Victoria (RV) Policy. We also contribute to policy and legislative outcomes under the *Climate Change Act 2017*, Victorian Climate Change

Framework, Energy Efficiency and Productivity Strategy, Renewable Energy Action Plan, the New Energy Technologies Sector Strategy and the Recycling Industry Strategic Plan.

## Our Minister

Our responsible Minister is the Honourable Lily D'Ambrosio MP, Minister for Energy, Environment and Climate Change | Minister for Solar Homes.

# Our purpose

SV's purpose is to achieve a **circular, climate resilient and clean economy** in Victoria and meet government targets in recycling and net-zero emissions. SV works with industry and communities to co-design how they want to live, work and learn in a net-zero emissions future. To achieve that future, Victoria will transform how we design, make, and use the products and materials in our economy.

Victorians take climate change seriously, with over 78% believing the issue requires urgent action now, and 9 out of 10 believing State Government needs to act. SV, working with the Victorian Government, tackles climate change by leading programs around reducing emissions and transitioning Victoria towards a circular economy.

Through the Climate Change Act 2017, the Victorian Government set a target for **net-zero emissions in 2050**. Climate Change Strategy sets out interim targets to **reduce the state's emissions 28–33% by 2025, and 45–50% by 2030** (from 2005 levels). This places Victoria among the leaders in climate action globally.

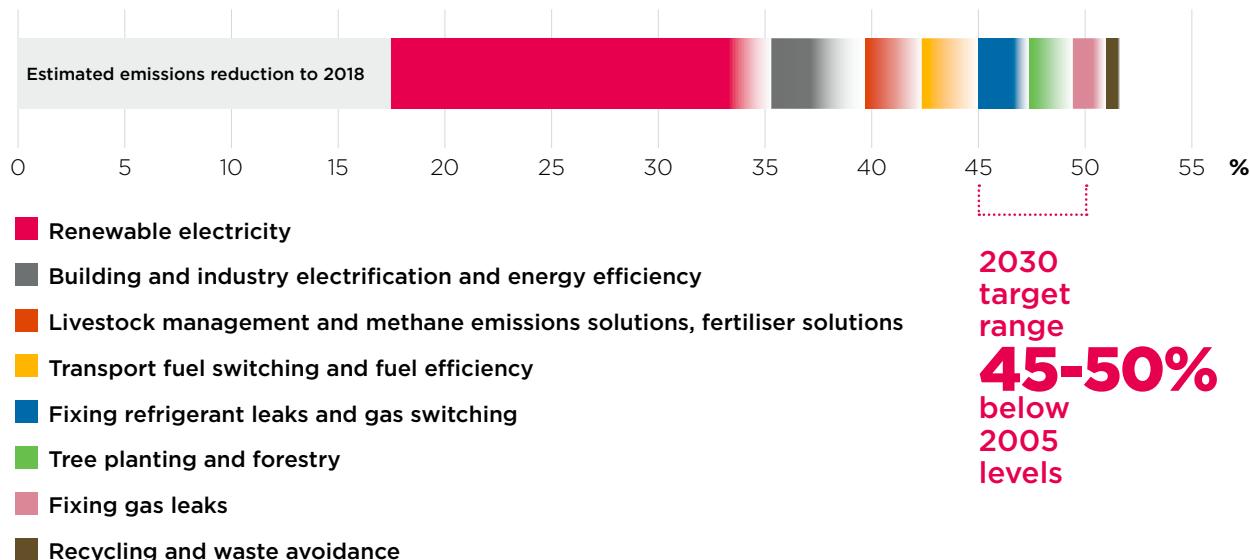
We have experienced a rapidly changing international market in the recycling industry over the past few years resulting in limits to exporting our recyclables overseas. In accordance with the statement of expectations from the Minister, SV will work to deliver on the Recycling Victoria policy. This is the Victorian Government's plan to overhaul our recycling system to focus on how Victorians make, use, recycle and manage products, and support innovative technology and business

models that keep those materials circulating at their highest value for as long as possible.

As a result, the Victorian Government has set an ambitious target to **divert 80% of waste from landfill by 2030, with a 72% diversion rate by 2025**. Transforming the recycling industry and transitioning to a circular economy brings significant new employment, skills development and market opportunities. This provides a pathway towards economic recovery from the impacts of coronavirus (COVID-19) that is aligned with Victorian Government climate change policies.

In support of our purpose we deliver a range of diverse activity types which are classified under 10 categories as highlighted in *Our strategic plan – SV2030: A decade of action* (SV2030).

Victorian emissions reduction potential to 2030, including level of certainty in delivery



Note: The shading of each block of emissions reduction represents the degree of certainty associated with delivery of those reductions. Shading is illustrative and not a forecast. Analysis based on 2018 data.

Source: DELWP (Department of Environment, Land, Water and Planning) Victoria's Climate Change Strategy Economic Analysis, May 2021, page 17.  
The graphic is based on an analysis of ClimateWorks' Decarbonisation Futures, 2020.

# What do we mean by a circular economy?

The current critical issues in dealing with climate change and materials waste are created by the 'take, make, waste' linear thinking that currently underpins many sectors of our economy and behaviours.

We need to move towards a 'Clean Economy' based on clean energy, zero emissions, climate resilience and circularity principles. A **circular economy** offers a systemic and cost-effective approach to help tackle this challenge.

A circular economy is based on the principles of designing out waste and pollution, keeping products and

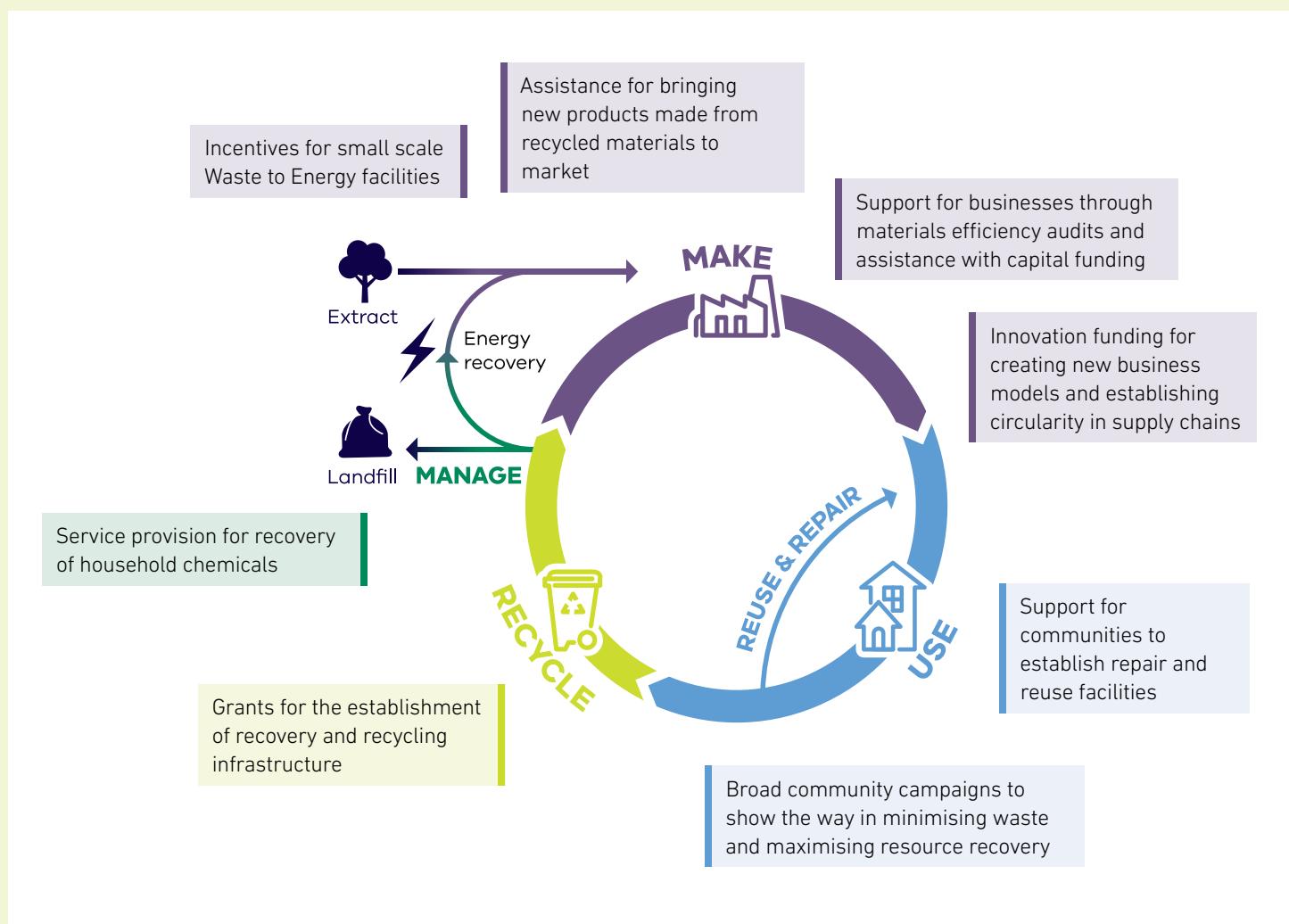
materials in use 'circulating' or being repurposed at their greatest value for as long as possible, and regenerating natural systems.

Powered by a transition to 100% renewable energy sources, the circular model builds economic, environmental and social capital by fundamentally designing out waste. We get more value from our resources by using good design, more efficient business models and more effective recovery of materials.

The circular model fosters innovation and productivity that **invigorates existing businesses and creates**

**new ones, delivering more jobs** and more **growth and connections for local, regional, state, national and global economies**.

We contribute to the circular economy through each stage of the cycle (as shown in the graphic below) by using it as the unifying foundation, framework or key design principle. It is our primary means of integrating our **activity types** (like financial incentives, pilots and prototypes, research and campaigns) across the four **resource types** (people, energy, materials and water) that we work with.



# Our governance

During June and July 2021, we had a new Chair appointed and a refreshed Board membership. The SV Board, together with our CEO, will lead our impactful delivery of real world solutions.



**Matt Genever**

Chief Executive Officer



**Johan Scheffer**

Chairperson



**Judith Landsberg**

Deputy Chairperson



**Meredith Banks**

Member



**Peter Castellas**

Member



**Judi Harris**

Member



**Sarah McDowell**

Member



**Kerry Osborne**

Member



**Neil Pharaoh**

Member



**Mark Wakeham**

Member

# Our strategic plan – SV2030: A decade of action

During 2021-22 we will finalise consultation on SV2030.

It has a bold vision centred on building a circular and climate resilient economy, underpinned by shared knowledge, innovation, vibrant employment opportunities and a cleaner, greener Victoria for current and future generations to enjoy.

SV2030 is crafted to define the SV contribution to transforming the Victorian economy into a clean, climate resilient and circular one, by focusing on:

- › ensuring a **just and equitable transition** for all Victorians
- › increasing **investment** in infrastructure and industries of the future and promoting **innovation** – while helping existing industries to transition
- › supported by **education** for skills development<sup>1</sup> and sustainability literacy
- › overcoming barriers to **behaviour change** by working closely with business, community and households on implementation
- › encouraging **community action** for shared social, environmental and economic benefits.

It is shaped around:

## 3 Focus Areas

- › Investment & Innovation
- › Behaviour Change & Education
- › Community Action

## 10 Activity Types

### We undertake:

- |   |                                      |
|---|--------------------------------------|
| › Research                                    | › Policy design/<br>Technical advice |
| › Campaigns                                   | › Frameworks/Plans                   |
| › Publications/Reports                        | › Demonstrations                     |
| › Pilots/Prototypes                           | › Events                             |
| › Service offerings<br>(internal or external) | › Financial incentives               |

## 4 Resource Types

### Centred around circularity principles and our role in the lead up to 2030:

- › People
- › Energy
- › Materials (waste)
- › Water

## 6 Primary Stakeholder Types

### We work with or impact:

- |                                |                        |
|--------------------------------|------------------------|
| › Individuals or<br>Households | › Businesses           |
| › Communities                  | › Sector or Industries |
| › Professions                  | › Government           |

Future Annual Business Plans will be subsets of the **SV2030 Activation Plan** which will provide an implementation framework for SV2030. The SV2030 Activation Plan will be revised every three years in line with information derived from horizon scans, social surveys and performance against the current SV2030 Activation Plan.

<sup>1</sup> Department of Premier and Cabinet, *Supporting Victorians To Train, Retrain And Find Opportunity*, DPC website, 24 November 2020, accessed 15 May 2021.

# Our impacts and contributions

Under each of the three focus areas in SV2030 and this Annual Business Plan, we will map all our work against four impact areas delivering environment, social and economic benefits, as shown by the graphic on the right.

We will also map our contributions to the United Nations Sustainable Development Goals (UNSDGs) which are part of the 2030 agenda for sustainable development. They were adopted by all United Nations Member States in 2015, to provide a shared blueprint for global peace and prosperity for people and the planet, now and into the future. From 2021–22, we align now to 14 targets and 17 indicators (as shown in the circle graphic), an increase from previous years.

Other SV contributions are also mapped against Budget Paper 3 (BP3) measures for the Department of Environment, Land, Water and Planning (DELWP) portfolio.



## Rethinking resources



The **SV2030 – Activation Plan** will include a detailed approach to **Impacts and Measurement** including relevant indicators.

## Environment



### Reduced emissions

250,000 t CO2e of (modelled) abatement from various activity types (such as financial incentives, pilots/prototypes)

1.5 million t CO2e of (modelled) abatement through policy support and technical advice to other agencies



### Retaining value from our resources

500,000 t less waste going to landfill

## Social



### Resilient and healthy Victorian communities

60 local projects funded to deliver a circular, climate resilient and clean economy in Victoria

7 Community Power Hubs established and active in identifying and delivering local community clean energy projects

## Economic



### Jobs and return on investment

Mobilise \$120 million of private investment into new resource recovery and zero carbon infrastructure

175 clean economy jobs (direct and indirect)

<sup>2</sup> Our continued active involvement in the Victorian Energy Upgrades (VEU) scheme, managed by the Essential Services Commission (ESC), through the provision of modelling and technical support to DELWP contributes to significant abatement for Victoria. Since inception, over 66.9 million saving certificates (VEECs) have been registered by the scheme. Each certificate is equivalent to 1 tonne CO2-e of lifetime abatement.

# Our connections



We will continue to evolve our people and partnership practices (internally and externally) during the life of this plan and beyond in the context of SV2030.

We work in partnership to create systems change to deliver government policy. Our work either influences – or we work in partnership – with:

- Individuals or Households
- Communities
- Profession
- Business
- Sector or Industry
- Government

## Individuals and Communities

Action often starts with individuals. How they connect with their communities, what intellectual capital skills do they bring to bear and whether they feel their voices are heard and that they have agency.

At SV we understand communities. Communities can be defined by local government area or geographic

locations (like Victorian regions), but equally by technical practice or profession, culture, faith, diversity, age or shared interests. Working with the community is central to what we do. People are as important a resource as energy, materials and water.

We will design interventions that incorporate approaches that address the richly diverse values, life experiences, cultural perspectives and languages that are characteristic of our Victorian community. There is a clear need to invest in meaningful and tailored engagements and co-design appropriate targeted initiatives and campaigns for our diverse communities to ensure the greatest chance of success. Taking into consideration a place-based approach can create further opportunities to target action and change.

## Business and Industry

Our work supports innovation and funds demonstration projects to guide and inform industry about best practice. We can then use the knowledge and evidence gained from these demonstration projects to enact

policy change, and scale and expand successful outcomes, both commercially, but also practically in everyday life.

We are not limited to only supporting innovation with industry. We use our connections with communities, including local government, to invest in place-based sustainability innovations such as regional hubs.

## Government Partners

SV works closely with portfolio partners – the Department of Environment, Land, Water and Planning (DELWP) and the Environment Protection Authority (EPA).

Other partners include waste and resource recovery groups and other Victorian Government departments, including the Department of Treasury and Finance, the Department of Premier and Cabinet, the Department of Education and Training, the Department of Families, Fairness and Housing<sup>3</sup>, the Department of Jobs, Precincts and Regions, and many other Victorian and state organisations, to realise the overall aims of the Victorian Government in achieving net-zero emissions.

<sup>3</sup> Together with the Department of Health, they were formerly known as the Department of Health and Human Services

# Our key focus areas

Under SV2030, we will have **three focus areas** under which all our work is framed. Our business plan is also structured under these focus areas for alignment.

FOCUS AREAS	What we do	How we do it
Investment and Innovation	Incentives and insights to deliver a circular economy	We contribute our technical expertise, data, knowledge, insights and financial incentives to develop new ideas, develop new markets or grow existing ones which also generates new technical environmental innovation, housing and infrastructure standards, jobs and economic benefits.
Behaviour Change and Education	Leading effective change	<p>We leverage behavioural insights and social research to guide new and more sustainable ways of doing things.</p> <p>We collect best practice research projects, data and insights. Through partnerships we develop the knowledge and evidence base to inform and drive new directions and targeted interventions. This will support the community to overcome barriers and take measurable positive actions.</p> <p>We are a learning organisation and share our expertise with relevant sectors to help groups and individuals develop their sustainability skills from their earliest years or opportunity onwards.</p>
Community Action	Place-based projects and programs	We work with the Victorian community – individuals, neighbourhoods, councils or regions – to develop place-based projects, programs and working hubs covering a range of environmental initiatives.

## What's special about SV's approach?

- An integrated, evidence-based approach to achieving Victoria's sustainability goals
- Accelerating progress to a prosperous and sustainable circular, climate resilient and clean economy
- Strengthening sustainable and climate resilient use of energy, water and materials – with people
- Maximising employment and investment opportunities
- Building on local knowledge, strengths and expertise
- Catalysing and amplifying creativity and innovation (noting evidence on the importance of supporting first movers/early adapters)

# By resource type

More detailed information sorted by focus area can be found in the pages following.

## People

### Innovation & Investment

Name
<b>Research Agenda</b> (relevant to all four resource types)
<b>SV Lab</b> (relevant to all four resource types)
<b>SV2030</b> (relevant to all four resource types)
<b>Operational Excellence</b> (relevant to all four resource types)
<b>Premier's Sustainability Awards (PSA)</b>

### Behaviour Change & Education

Name
<b>RV Behaviour Change Campaigns</b>
<b>ResourceSmart Schools 2021-2024</b> (relevant to all four resource types)
<b>Behavioural Insights &amp; Social Research</b>

### Community Action

Name
<b>Diversity and Inclusivity</b>

## Energy

### Innovation & Investment

Name
<b>7 Star Homes</b> (a different but related activity type also appears in materials)
<b>Stakeholder Strategy and Plan</b>
<b>Research Agenda</b> (relevant to all four resource types)
<b>SV Lab</b> (relevant to all four resource types)
<b>SV2030</b> (relevant to all four resource types)
<b>People Strategy &amp; Plan, Leadership Program and Workforce Plans, Communication Strategy and Plan</b>
<b>Operational Excellence</b> (relevant to all four resource types)
<b>Premier's Sustainability Awards (PSA)</b>

### Behaviour Change & Education

Name
<b>ResourceSmart Schools 2021-2024</b> (relevant to all four resource types)

### Community Action

Name
<b>Expand Community Power Hubs program</b>
<b>Community Climate Change and Energy Action program</b>



## Water

### Innovation & Investment

Name
<b>Research Agenda</b> (relevant to all four resource types)
<b>SV2030</b> (relevant to all four resource types)
<b>Operational Excellence</b> (relevant to all four resource types)
<b>Premier's Sustainability Awards (PSA)</b>

### Behaviour Change & Education

Name
<b>ResourceSmart Schools 2021-2024</b> (relevant to all four resource types)

### Community Action

Name
<b>RV Household Chemical Collection Program</b>

Note: while our role in water is not always apparent (or as large as other agencies compared to or our role in the other three resource types) it is part of our legislated functions. For example, our **Household Chemical Collection** program which has direct benefits to **people** as well as keeping toxic chemicals out of the sewage system and assisting with waterway health.

We view water as a key resource in the development of a **circular economy** through the interactions between all four resource types. In future, we may see more opportunities in relation to trade waste, cleaner production, and in developing circularity indicators and data as we progress **SV2030**. It is also a key resource to produce energy in the form of green hydrogen and as the storage medium for pumped hydro.



## Materials

### Innovation & Investment

Name
<b>Circular Economy Business Innovation Centre (CEBIC)</b>
<b>CEBIC RV Business Support Fund</b>
<b>CEBIC RV Innovation Fund</b>
<b>Asbestos Disposal Management Plan (ADMP)</b>

**7 Star Homes** (a different but related activity type also appears in energy)

**Recycling Victoria (RV)** (planning)

**Recycling Market Acceleration Package**

**RV Research and Development Fund**

**Recycled First**

**Industry & Infrastructure Development**

**Accelerating Sustainable Government Procurement**

**E-waste Landfill Ban**

**Resource Recovery Infrastructure Fund**

**Supporting Market Development Research and Development**

**Research Agenda** (relevant to all four resource types)

**SV2030** (relevant to all four resource types)

**Operational Excellence** (relevant to all four resource types)

**Premier's Sustainability Awards (PSA)**

### Behaviour Change & Education

Name
<b>RV Behaviour Change Campaigns</b>
<b>Expand Victoria Waste Data Systems</b>
<b>Australian Litter Measure/Victorian Litter Plan</b>
<b>ResourceSmart Schools 2021-2024</b> (relevant to all four resource types)
<b>Small Business Victorian Energy Upgrades (VEU) Program</b>
<b>Plastics Business Engagement Program</b>

### Community Action

Name
<b>RV Household Chemical Collection Program</b>
<b>RV Communities Fund</b>
<b>RV Councils Fund</b>
<b>Supporting Victorian Councils</b>



# Focus area 1: Investment & innovation

## What we will deliver

### What we do

#### **Incentives and insights to deliver a circular economy**

We contribute our technical expertise, data, knowledge, insights and financial incentives to develop new ideas, develop new markets or grow existing ones which also generates new technical environmental innovation, housing and infrastructure standards, jobs and economic benefits.

### How we do it

#### **OUR WORK: from theory to impact (an example)**

##### **Circular Economy Business Innovation Centre (CEBIC)**

Circular Economy Business Innovation Centre (CEBIC) was created to provide businesses with the support they need to innovate, adopt, and implement circular economy opportunities and business models. This includes a \$7m package which incorporates a \$2.9m Innovation Fund and \$10m Business Support Fund (\$9m of which is used as financial incentives).



## Investment

Government is a crucial partner for investors seeking to pursue infrastructure projects. Understanding the roles of local, state and Commonwealth governments and agencies, as well as how they can help you to succeed, is crucial for any investment proposition.

SV has a significant role in providing financial incentives and services to leverage the necessary private investment to improve Victoria's infrastructure related to delivering a circular, climate resilient and clean economy.

Our programs provide legal, financial and governance guidance for social innovation models to identify ways of capturing value and remaining sustainable so it benefits communities, local governments and households through Community Power Hubs or programs.

More importantly we offer investment facilitation services, working with current and prospective investors from within Victoria, interstate or abroad to identify opportunities to match investment interests and timeframes. We help their journey by:

- providing data, information and advice for business case development, approval processes and site planning
- identifying potential financial and non-financial support mechanisms across government by helping you understand the government's policy direction and its priorities
- coordinating and navigating relationships with government and facilitating introductions across industry, government, regulators and the community
- providing insights on the status and development of local end markets, environmental issues and requirements and on engaging with local communities

## Innovation

Innovation plays a pivotal role in Victoria's future economy, with new technology being a key driver. Innovation is market driven but to achieve the timelines needed for the net-zero emissions transition, the support of the Victorian Government is needed, through direct financial assistance, facilitation of both the timelines required but also the collaborative partnerships and the pathway through government<sup>4</sup>.

Market intelligence, data and metrics provide strategic foresight and insights to support confident and informed policymaking, program development and investment decisions, thereby reducing investment risk. That sharing of data, in both directions, remains a critical requirement of this plan and in the achievement of the impacts.

Our growing evidence base will ensure Victorian Government investment achieves the highest community value and financial leverage with tailored, fit-for-purpose, market-ready and future-proofed solutions. SV will continue to make core material data and insights available by publishing yearly data reports and regular market updates.

<sup>4</sup> Such as a 'project concierge' services offering.

During 2021-22 we will deliver:

Service Offering (External) – (funded)	<b>Circular Economy Business Innovation Centre (CEBIC)</b>
<b>Resource type</b>  Materials	Fostering & funding innovation and collaboration across supply chains to reduce materials waste, increase reuse and generate new streams of revenue for business. CEBIC's digital hub provides access to events, funding support and research to stimulate the adoption of proven circular economy business models.
<b>Primary partnership or impact</b> Business	
<b>Lead SV Group</b> Regions & Partnerships	
Financial Incentives – (funded)	<b>CEBIC RV Business Support Fund</b>
<b>Resource type</b>  Materials	<b>Complete round one</b> and <b>commence round two</b> to provide peak industry bodies, industry associations and business groups the help to improve resource efficiency, reduce materials waste to landfill, increase recycling and reduce business costs and their environmental footprint.
<b>Primary partnership or impact</b> Business	
<b>Lead SV Group</b> Regions & Partnerships	
Financial Incentives – (funded)	<b>CEBIC RV Innovation Fund</b>
<b>Resource type</b>  Materials	Round one projects commence and round two funding opens. This fund provides support for collaborative partnership projects that focus on innovative circular economy opportunities for business.
<b>Primary partnership or impact</b> Business	
<b>Lead SV Group</b> Regions & Partnerships	
Framework/Plan – (funded)	<b>Asbestos Disposal Management Plan (ADMP)</b>
<b>Resource type</b>  Materials	Implement a phased establishment of infrastructure and service delivery model/s for asbestos disposal across the State based on a pilot site/area.
<b>Primary partnership or impact</b> Sector or Industry	
<b>Lead SV Group</b> Regions & Partnerships	
Framework/Plan – (funded)	<b>Asbestos Disposal Management Plan (ADMP)</b>
<b>Resource type</b>  Materials	Identify mechanisms for data collection, storage and reporting for the asbestos disposal project.
<b>Primary partnership or impact</b> Sector or Industry	
<b>Lead SV Group</b> Regions & Partnerships	

<b>Framework/Plan – (funded)</b>	<b>Recycling Victoria (RV)</b>
<b>Resource type</b>  Materials	Planning for recycling infrastructure (key commitment 7.2) and hazardous waste (key commitment 10-1) under the RV policy.
<b>Primary partnership or impact</b> Sector or Industry	
<b>Lead SV Group</b> Industry & Infrastructure	
<b>Demonstration – (funded)</b>	<b>Recycling Market Acceleration Package</b>
<b>Resource type</b>  Materials	Market acceleration research and development grants focusing on identifying new uses (or repurposing) and making it easier to utilise recycled materials impacted by COAG Waste Export Ban (glass, tyres, paper, cardboard and plastics end markets).
<b>Primary partnership or impact</b> Sector or Industry	
<b>Lead SV Group</b> Industry & Infrastructure	
<b>Financial Incentives – (funded)</b>	<b>Recycling Market Acceleration Package</b>
<b>Resource type</b>  Materials	SV to work with industry through incentives and support that enable them to adapt to the new Australian Compost Standard (AS4454) and improve product quality & recycled content.
<b>Primary partnership or impact</b> Sector or Industry	
<b>Lead SV Group</b> Industry & Infrastructure	
<b>Financial Incentives – (funded)</b>	<b>RV Research and Development Fund</b>
<b>Resource type</b>  Materials	Two grant themes to promote end market uptake. Firstly, 'action on the ground' grants to increase the adoption of recycled organics in agriculture and urban amenity (e.g. demonstration trials). Secondly, it is universally accepted that contamination is the biggest impediment to end market uptake. We will therefore deliver grants to businesses to install decontamination / separation infrastructure, but also 'source' separation techniques.
<b>Primary partnership or impact</b> Sector or Industry	
<b>Lead SV Group</b> Industry & Infrastructure	

**Service Offering (External) & Financial incentives – (funded)****Recycling Market Acceleration Package****Resource type**

Ⓐ Materials

**Primary partnership or impact**

Sector or Industry

**Lead SV Group**

Industry & Infrastructure

Investment Facilitating Grant objective is to address small scale financial barriers faced by SMEs looking to invest in innovative environmental benefitting infrastructure. Funding may be provided to applicants that lack required capital and have no access to other government support. The grant may also look to target niche markets where a gap exists in traditional funding models.<sup>5</sup>

**Demonstration – (funded)****Recycled First****Resource type**

Ⓐ Materials

**Primary partnership or impact**

Government

**Lead SV Group**

Industry & Infrastructure

Promote SV Sustainable Procurement Support Service via local government forums held by local government partners (WRRGs, LGV, MAV, Procurement Australia) and other mediums.

**Service Offering (External) – (funded)****Recycled First****Resource type**

Ⓐ Materials

**Primary partnership or impact**

Government

**Lead SV Group**

Industry & Infrastructure

Develop and deliver masterclasses on including and increasing recycled content in local and government procurement policies in conjunction with local government partners or others as identified.

**Financial Incentives – (funded)****Industry & Infrastructure Development****Resource type**

Ⓐ Materials

**Primary partnership or impact**

Sector or Industry

**Lead SV Group**

Industry & Infrastructure

First round of grants to support early entrants into Victoria's Waste to energy market including facilities that use organic waste conversion to make bioenergy or to provide precinct-scale grid energy.

**Financial Incentives – (funded)****Industry & Infrastructure Development****Resource type**

Ⓐ Materials

**Primary partnership or impact**

Sector or Industry

**Lead SV Group**

Industry & Infrastructure

Grants for priority materials including paper and cardboard, plastic, organics, glass and hazardous waste (solvents).

<sup>5</sup> May be subject to name change to RV ISG-P

<b>Demonstration – (funded)</b>	<b>Accelerating Sustainable Government Procurement</b>
<b>Resource type</b>  Materials	SV will work closely with government entities through training and demonstration projects to identify and overcome barriers related to product standards, specifications and practical performance & adoption evidence that facilitate an increase in government purchasing and use of recycled content products.
<b>Primary partnership or impact</b> Government	
<b>Lead SV Group</b> Industry & Infrastructure	
<b>Pilot/Prototype – (funded)</b>	<b>Supporting Market Development – Research and Development</b>
<b>Resource type</b>  Materials	Projects commenced along with program updates that support industry/government to undertake real world application and performance testing that enable standard and specification changes for recycled product.
<b>Primary partnership or impact</b> Sector or Industry	
<b>Lead SV Group</b> Strategic Foresight & Research	
<b>Demonstration/Financial Incentives – (funded)</b>	<b>7 Star Homes</b>
<b>Resource type</b>  Materials	Offer incentives to at least 20 builders to build 80 homes to a 7 Star NatHERS rating with a whole of home assessment.
<b>Primary partnership or impact</b> Sector or Industry	
<b>Lead SV Group</b> Regions & Partnerships	
<b>Service Offering (External) – (funded)</b>	<b>7 Star Homes</b>
<b>Resource type</b>  Energy	Training 100 builders, land developers, architects and NatHERS assessors and tradespersons to design and build new to a 7 star NatHERS rating plus whole-of-house rating.
<b>Primary partnership or impact</b> Sector or Industry	
<b>Lead SV Group</b> Regions & Partnerships	
<b>Pilot/Prototype – (funded)</b>	<b>7 Star Homes</b>
<b>Resource type</b>  Energy	Develop a new tool to be used online that will assess the home's performance (energy efficiency) based on the whole-of-house i.e. solar panels and batteries; and thermal performance and energy use from the fixed appliances (heating / cooling, lights, hot water, etc).
<b>Primary partnership or impact</b> Sector or Industry	
<b>Lead SV Group</b> Regions & Partnerships	

<b>Financial Incentives – (funded)</b>	<b>E-waste Landfill Ban</b>
<b>Resource type</b>  Materials	Support the implementation of an e-waste landfill ban with statewide infrastructure support packages for e-waste collection and reprocessing. Includes targeting transfer stations and resource recovery centres that are not currently meeting AS/NZS 5377: 2013.
<b>Primary partnership or impact</b> Sector or Industry	
<b>Lead SV Group</b> Industry & Infrastructure	
<b>Financial Incentives – (funded)</b>	<b>Resource Recovery Infrastructure Fund</b>
<b>Resource type</b>  Materials	Delivering grants to support the development of infrastructure and jobs to increase the collection, sorting and processing of recycled materials (e-waste reprocessing, food organics, rigid and soft plastics, and paper and cardboard as priority materials).
<b>Primary partnership or impact</b> Sector or Industry	
<b>Lead SV Group</b> Industry & Infrastructure	
<b>Research – (discretionary)</b>	<b>Research Agenda</b>
<b>Resource type</b>  People  Materials  Energy  Water	December 2021 will mark the final results from Healthy Homes, SV's first-in-Australia randomised controlled trial. Healthy Homes will measure and monetise the health, energy and climate change benefits of improved energy efficiency and winter warmth in 1000 Victorian households.
<b>Primary partnership or impact</b> Individuals or Households Profession	Looking towards 2030, the Research team will enhance data collection and embed research principles across SV programs, with the aim of improving evidence-informed policy decisions for possible future expansion.
<b>Lead SV Group</b> Strategic Foresight & Research	
<b>Service Offering (Internal &amp; External) – (discretionary)</b>	<b>SV Lab</b>
<b>Resource type</b>  People  Materials  Energy  Water	Establishment to enable horizon scanning, research and data analysis to inform and influence the next generation zero carbon circular economy programs both internally within SV as well as with other government and non-government partners.
<b>Primary partnership or impact</b> Business Sector or Industry Government	
<b>Lead SV Group</b> Strategic Foresight & Research	

<b>Framework /Plan – (discretionary)</b>	<b>SV2030</b>
<b>Resource type</b>	Finalise the development of our new strategic plan and associated Activation Plan.
 People	
 Materials	
 Energy	
 Water	
<b>Primary partnership or impact</b>	
Individuals or Households	
Communities	
Profession	
Business	
Sector or Industry	
Government	
<b>Lead SV Group</b>	
Strategic Foresight & Research	
People, Performance & Communications	
<b>Framework/Plan – (discretionary)</b>	<b>People Strategy, People Plan, Leadership Program and Workforce Plans, Communication Strategy and Plan</b>
<b>Resource type</b>	Finalise the development and activation
 People	
 Materials	
 Energy	
 Water	
<b>Primary partnership or impact</b>	
Individuals or Households	
Communities	
Profession	
Business	
Sector or Industry	
Government	
<b>Lead SV Group</b>	
People, Performance & Communications	
<b>Framework/Plan – (discretionary)</b>	<b>Stakeholder Strategy and Plan</b>
<b>Resource type</b>	Finalise the development and activation
 People	
<b>Primary partnership or impact</b>	
Individuals or Households	
Communities	
Profession	
Business	
Sector or Industry	
Government	
<b>Lead SV Group</b>	
Regions & Partnerships	

Service Offering (Internal) – <b>(discretionary)</b>	<b>Operational Excellence</b>
<b>Resource type</b>	Continue the implementation of the service improvement program, including the development and activation of the revenue diversification and commercialisation strategies, targets and actions to underpin our success.
<b>Primary partnership or impact</b>	
Business Sector or Industry Government	
<b>Lead SV Group</b>	
Business Advisory	
<b>Event – <b>(discretionary)</b></b>	<b>Premier's Sustainability Awards (PSA)</b>
<b>Resource type</b>	Recognise and celebrate Victorians who are leading the way to a sustainable future's innovation and practices. They reflect what is happening across industry, business and community from regional to metropolitan Victoria.
<b>Primary partnership or impact</b>	
Business Sector or Industry Government	
<b>Lead SV Group</b>	
Regions & Partnerships Business Advisory	



Tracking their achievement against the following impact areas and UNSDGs:

### Impact Areas

(the impact this work will deliver)



Jobs and return  
on investment



Retaining value from  
our resources



Reduced  
emissions



Resilient and healthy  
Victorian communities

### UNSDGs

(the goals we will also report by)

Primary alignment



Secondary alignment



### Leading indicators

(what we will achieve in 2021–22)

\$60 million

government investment  
into new resource  
recovery and zero carbon  
infrastructure

5000

small businesses are  
supported with energy  
efficient upgrades,  
leveraging the Victorian  
Energy Upgrades (VEU)  
program

300,000 t

Resource recovery capacity  
funded and installed (BP3)

1 MW

Clean energy capacity  
funded and installed

\$2 million

in annual energy bill  
savings from various  
activity types (such as  
financial incentives,  
pilots/prototypes) and  
\$400 million in savings  
contributed through policy  
support and technical  
advice to other agencies

21

Victorian local council  
infrastructure sites  
upgraded to safely collect  
and sort e-waste for  
recovery

40

7-star certified homes built



# Focus area 2: Behaviour change and education

## What we will deliver

### What we do

#### **Leading effective change**

We leverage behavioural insights and social research to guide new and more sustainable ways of doing things.

We collect best practice research projects, data and insights. Through partnerships we then develop the knowledge and evidence base to inform and drive new directions and targeted interventions. This will support the community to overcome barriers and take measurable positive actions.

We are a learning organisation and share our expertise with relevant sectors to help groups and individuals develop their sustainability skills from their earliest years or opportunity onwards.

### How we do it

#### **OUR WORK: from theory to impact (an example)**

##### **Love Food Hate Waste**

Victorian households annually send over 250,000 tonnes of avoidable food waste to landfill, presenting a financial loss for households and impacting our environment. In 2018-19, over 1,500 households joined the 4-week Love-a-List Challenge to reduce food waste at home through better planning and grocery shopping behaviours. The post-challenge survey showed that 87% of participants adopted new waste reduction behaviours beyond the four week challenge and 75% saw a 'substantial' reduction in their household food waste because of the campaign.



## Behaviour change

Victorians strongly support action on climate change and reforms to the recycling sector. And yet **strong sociocultural barriers remain** that affect uptake of low-emissions technologies and the behaviours needed to achieve a climate resilient, circular and clean economy.

Behaviour change is needed whenever somebody somewhere must do something differently to what they did before. It must consider the systems involved at all levels, not just the individuals and households, but also the broader organisations, rules and contexts surrounding and influencing them. We need to remove the barriers to change at multiple levels and use a variety of tools (often at once) to do this. Campaigns are one of many strategies and channels we can use.

Sometimes, it is more effective to change the behaviours and practices of a corporation or government than to motivate action in thousands of Victorians one by one. Many of our SV business grants programs are behaviour change programs as they help reduce barriers to businesses choosing lower energy options, due to the cost involved. Grants remove this barrier so they can change the way their business behaves.

## Education

Across the learning journey of all life stages, we have opportunities to build knowledge and skills; share and embed sustainability literacy; create, lead and take action; and grow communities through social cohesion and connectedness.

Designing education programs and interventions in culturally appropriate ways is essential to ensure that sustainability is inclusive and accessible to the whole of the Victorian community. This needs investment and meaningful community engagement, not just the written, verbal or visual translation of documents.

Coronavirus (COVID-19) has shown us that society can significantly change knowledge and behaviours and that education and behavioural science play key roles in these shifts. SV is well-positioned to drive significant changes for our society and its environment.

During 2021-22 we will deliver:

Framework/Plan – (funded)	
<b>Resource type</b>  Materials	<b>Expand Victoria Waste Data Systems</b> SV to develop a framework for monitoring, including the identification of indicators and workable metrics and first report produced.
<b>Primary partnership or impact</b> Sector or Industry	
<b>Lead SV Group</b> Strategic Foresight & Research	
Pilot/Prototype – (funded)	
<b>Resource type</b>  Materials	Commence roll-out of new statewide waste and recycling data system for Victoria to enable better waste management and circular economy monitoring.
<b>Primary partnership or impact</b> Sector or Industry	
<b>Lead SV Group</b> Strategic Foresight & Research	
Campaign – (funded)	
<b>Resource type</b>  People	Deliver phase 1 of major statewide campaign – household education and behaviour change to support correct recycling and waste minimisation behaviours.
<b>Primary partnership or impact</b> Individuals or Households	
<b>Lead SV Group</b> Community Action	
Framework /Plan – (funded)	
<b>Resource type</b>  Materials	Make the Australian Litter Measure available and accessible for Victorian Government, local governments, community organisations and Australian states and territories to use re: litter data collection.
<b>Primary partnership or impact</b> Government	Complete a cost of litter study in partnership with NSW and QLD to inform future litter prevention and management policies and programs under Recycling Victoria.
<b>Lead SV Group</b> Community Action	
Financial Incentives – (funded)	
<b>Resource type</b>  Energy	Live register launched for accredited small business providers to participate in the Small Business Energy Saver Program (SBESP) that has been created to increase the uptake of Victorian Energy Upgrade (VEU) by small sized business enterprises.
<b>Primary partnership or impact</b> Business	
<b>Lead SV Group</b> Industry & Infrastructure	

<b>Service offering (External) – (funded)</b>	<b>Small Business VEU Program</b>
<b>Resource type</b>  Energy	Intermediaries promote SBESP and provide direct advice to target business audience in their region/industry sector.
<b>Primary partnership or impact</b> Business	
<b>Lead SV Group</b> Industry & Infrastructure	
<b>Service offering (External) – (funded)</b>	<b>Plastics Business Engagement Program</b>
<b>Resource type</b>  Materials	A plastics program developed with engagement with hospitality industry to understand barriers to hospitality to move away from single use plastics to more sustainable products and materials and launch plastics program with an online showcase of reusable hospitality businesses.
<b>Primary partnership or impact</b> Business	
<b>Lead SV Group</b> Regions & Partnerships	
<b>Service offering (External) – (funded)</b>	<b>Plastics Business Engagement Program</b>
<b>Resource type</b>  Materials	Launch plastics program with an online showcase of reusable hospitality businesses.
<b>Primary partnership or impact</b> Business	
<b>Lead SV Group</b> Community Action	
<b>Service offering (External) – (funded)</b>	<b>ResourceSmart Schools 2021-2024</b>
<b>Resource type</b>  People  Materials  Energy  Water	Assist schools to embed sustainability into their curriculum operations and community, leading to reductions in resource use and increase local recycling programs biodiversity.
<b>Primary partnership or impact</b> Communities	
<b>Lead SV Group</b> Community Action	
<b>Service Offering (Internal &amp; External) – (discretionary)</b>	<b>Behavioural Insights &amp; Social Research</b>
<b>Resource type</b>  People	Continue embedding behavioural insights into priority SV projects and deliver social research assessing pro-environmental attitudes and behaviours across Victoria.
<b>Primary partnership or impact</b> Business Sector or Industry Government	
<b>Lead SV Group</b> Community Action	

Tracking their achievement against the following impact areas and UNSDGs:

### Impact Areas

(the impact this work will deliver)



Jobs and return  
on investment



Retaining value from  
our resources



Reduced  
emissions



Resilient and healthy  
Victorian communities

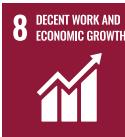
### UNSDGs

(the goals we will also report by)

Primary alignment



Secondary alignment



### Leading indicators

(what we will achieve in 2021-22)

700

Victorian schools  
participating in the  
ResourceSmart Schools  
program (BP3)

8.5M kWh

energy saved by Victorian  
schools participating in the  
ResourceSmart Schools  
program

8,250

people adopting food waste  
avoidance behaviours as a  
result of the SV education  
and behaviour change  
program

5

priority SV projects using  
behavioural insights in  
program design and  
delivery

500,000

people have been reached  
by the RV education  
and behaviour change  
campaign





# Focus area 3: Community action

## What we will deliver

### What we do

#### **Place-based projects and programs**

We work with the Victorian community – individuals, neighbourhoods, councils or regions – to develop place-based projects, programs and working hubs covering a range of environmental initiatives.

### How we do it

#### **OUR WORK: from theory to impact (an example)**

##### **Hepburn Z-NET: SV Investment: \$80,000**

In the spirit of engaging whole communities to realise their ambition to act on climate change, one of SV's grants supported the Zero Net Emissions Transition (Z-NET) pilot with the Hepburn Shire community.

The plan included the development of a 10-year Community Transition Plan for the shire to reach 100% renewable electricity supply, net-zero energy and net-zero emissions by 2029.

After the completion of the project, a \$500,000 grant was awarded to Hepburn Community Wind Park Cooperative in December 2018 from DELWP to contribute to building Victoria's first hybrid wind and solar park, which will also be the first of its kind in Australia to be community-owned.



In delivering our programs, we define community as all Victorians, including local government, community groups, not-for-profits, education organisations, businesses (big and small) and individuals.

Many of our programs target multiple community sectors as we recognise that diverse organisations can learn from each other and collaborate, and that place-based solutions are often more successful. Communities are calling for more government investment in multi-stakeholder climate change solutions such as community energy, peer-to-peer learning platforms and transition plans.

When we work in partnership with communities on our transition to a clean economy, we can tailor our advice around the unique exposure of local industry and engage local decision-makers. This addresses some of the transition risks, and positions both local government and industry to capitalise on opportunities through early investment and insights based on our collective work across the state.

Community action brings together current initiatives, such as regional renewable energy roadmaps and climate change adaptation action plans, with circular economy initiatives to create a place-based approach. It connects directly to Victoria's long-term targets to reduce waste and achieve net-zero emissions.

One example of community action is the Detox Your Home (Household Chemical Collection) program that we deliver through a statewide service in partnership with local governments. This program helps households to dispose of hazardous chemicals that can create severe health and environmental impacts if disposed of incorrectly. These projects are great examples of how partnership between the Victorian Government, councils and community groups can achieve impressive results on the ground.

Many of the projects involve the community taking a direct 'stake' in the project. By involving the community in the development process and community or local investor ownership, high levels of this community involvement build social capital and community knowledge about how the transition to a circular, climate resilient economy can benefit everyone. By working directly with local regions and communities, SV supports innovative action while also consolidating behaviour change through local leadership and example.

During 2021-22 we will deliver:

<b>Service Offering (External) – (funded)</b>	<b>RV Household Chemical Collection Program</b>
<b>Resource type</b>  Materials  Water	Provide Victorian householders with free, safe, accessible, and environmentally responsible disposal options for both high and low toxicity household chemical products.
<b>Primary partnership or impact</b> Individuals or Households	
<b>Lead SV Group</b> Community Action	
<b>Financial Incentives – (funded)</b>	<b>RV Communities Fund</b>
<b>Resource type</b>  Materials	Grants provided to a new Supporting Victorian Communities and Councils program will support regional growth and community connectivity, improve social inclusion through local initiatives that support repair cafes, product sharing and community composting.
<b>Primary partnership or impact</b> Individuals or Households	Engages Community Groups, NFPs and social enterprises to reduce waste generation and improve recycling through local initiatives and engage the community in the circular economy initiative that keeps them healthy.
<b>Lead SV Group</b> Community Action	
<b>Financial Incentives – (funded)</b>	<b>RV Councils Fund</b>
<b>Resource type</b>  Materials	Feasibility analysis grants \$20k-\$80k and Implementation grants \$80k-\$500k provided to councils to foster innovation for councils to explore tailored localised solutions for their particular waste stream issues. Collaborations of councils encouraged to enhance regional economies of scale and assured quantity of recycled waste material for product reuse reprocessing.
<b>Primary partnership or impact</b> Government	
<b>Lead SV Group</b> Regions & Partnerships	
<b>Service Offering (External) – (funded)</b>	<b>Supporting Victorian Councils</b>
<b>Resource type</b>  Materials	Develop a community of practice network where all Victorian councils will be able to connect by sharing updates and achievements of their respective council circular economy initiatives and showing them our collective 'big picture'.
<b>Primary partnership or impact</b> Communities Government	
<b>Lead SV Group</b> Regions & Partnerships	

<b>Demonstration – (funded)</b>	<b>Expand Community Power Hubs program</b>
<b>Resource type</b>  Energy	To deliver a pathway to access community-scale zero carbon projects (e.g., for community-scale renewables that are 100 KW to 10 MW) and investment to catalyse the zero carbon transition.
<b>Primary partnership or impact</b> Communities	
<b>Lead SV Group</b> Regions & Partnerships	
<b>Financial Incentives – (funded)</b>	<b>Community Climate Change and Energy Action program</b>
<b>Resource type</b>  Energy	Supports Victorian community groups by funding upgrades to community facilities. These upgrades aim to reduce energy costs and greenhouse gas emissions through a range of supported measures including energy efficient and renewable energy technology.
<b>Primary partnership or impact</b> Communities	
<b>Lead SV Group</b> Community Action	
<b>Framework/Plan – (discretionary)</b>	<b>Diversity and Inclusivity</b>
<b>Resource type</b>  People	To support a just and equitable transition for all Victorians - develop a plan and toolkit that provides better competencies, practices in ways to ally with First Peoples scientists and sustainability professionals, Multicultural communities, all abilities, or multi-generational approaches to our work.
<b>Primary partnership or impact</b> Individuals or Households Communities Profession Business Sector or Industry Government	
<b>Lead SV Group</b> People, Performance & Communications	

Tracking their achievement against the following impact areas and UNSDGs:

### Impact Areas

(the impact this work will deliver)



Jobs and return  
on investment



Retaining value from  
our resources



Reduced  
emissions



Resilient and healthy  
Victorian communities

### UNSDGs

(the goals we will also report by)

Primary alignment



Secondary alignment



### Leading indicators

(what we will achieve in 2021-22)

120 kWh

Community battery storage installed, improving electricity resilience and reliability

2,000

Volunteer hours, increasing local capacity and capability (through training and knowledge sharing) within communities to deliver renewable energy and circular economy projects

7,500

Victorians safely disposed their household chemicals at a Detox your Home event

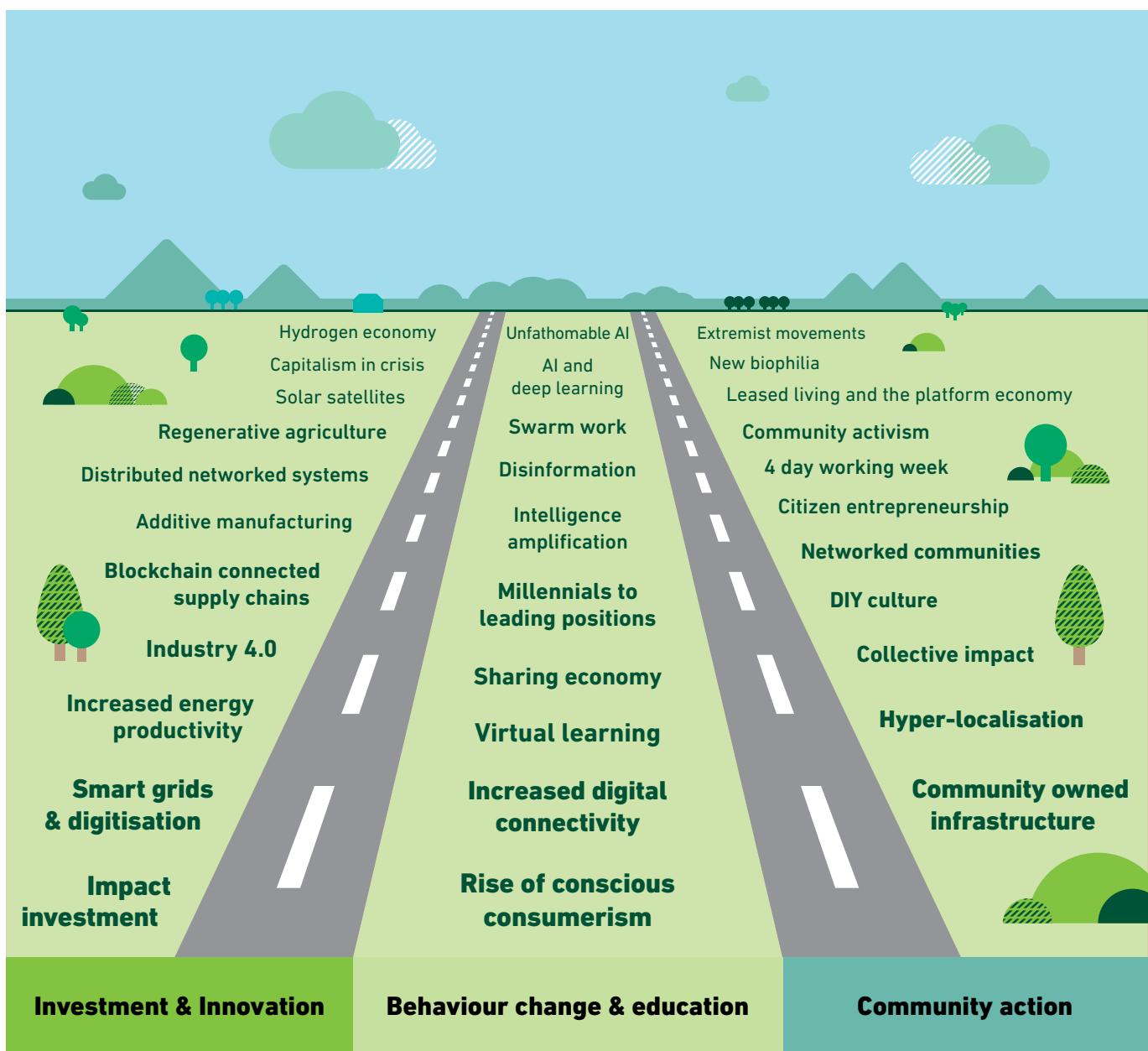
# Strategic foresight

During 2020-21, SV embarked on an ambitious transformation journey, with new leadership, organisational structure and capabilities. To implement SV's new vision, building strategic foresight capabilities was prioritised. This resulted in combining our existing disciplines of research, data and policy design and augmenting this group with new strategic foresight technical skills, methods and systems.

SV's strategic foresight work will be utilised in key parts of an Annual Business Plan cycle. It can be used

at the front end to gather ideas about the future to anticipate and better prepare for change. This may include exploring different plausible futures to map out the actions that take us to our preferred future states. During the review stages, strategic foresight can inform new pathways which helps SV adapt its actions in order to meet the Annual Business Plan outcomes. This may also include informing the organisation about the need to adapt its risk tolerance and appetite levels.

The below diagram shows just a sample of some of the many issues that we are currently tracking in terms of strategic foresight across the three focus areas, from this current year (for this plan) to the future horizon as covered by SV2030.



# Our contributions to BP3 measures

The following represent an extract from the proposed DELWP BP3 portfolio measures for 2021-22, relevant to SV.

## Objective 1: Net-zero emissions, climate-ready economy and community

This objective involves leading a whole of government response to climate change, 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.

The Department leads the modernisation of legislative, regulatory and governance arrangements in the environment portfolio, and uses economic, research and scientific expertise to develop policy responses to harness Victoria's current and emerging opportunities, in the context of climate change.

The foundations for the Department's work on these issues are: The *Climate Change Act 2017*; Victoria's Climate Change Framework; and Victoria's Climate Change Adaptation Plan 2017-2020.

The departmental objective indicators are:

- reduction in emissions from government operations
- percentage reduction in Victoria's greenhouse gas emissions relative to 2005
- reduction in annual energy costs for Victorian schools participating in the ResourceSmart Schools program.

## Outputs

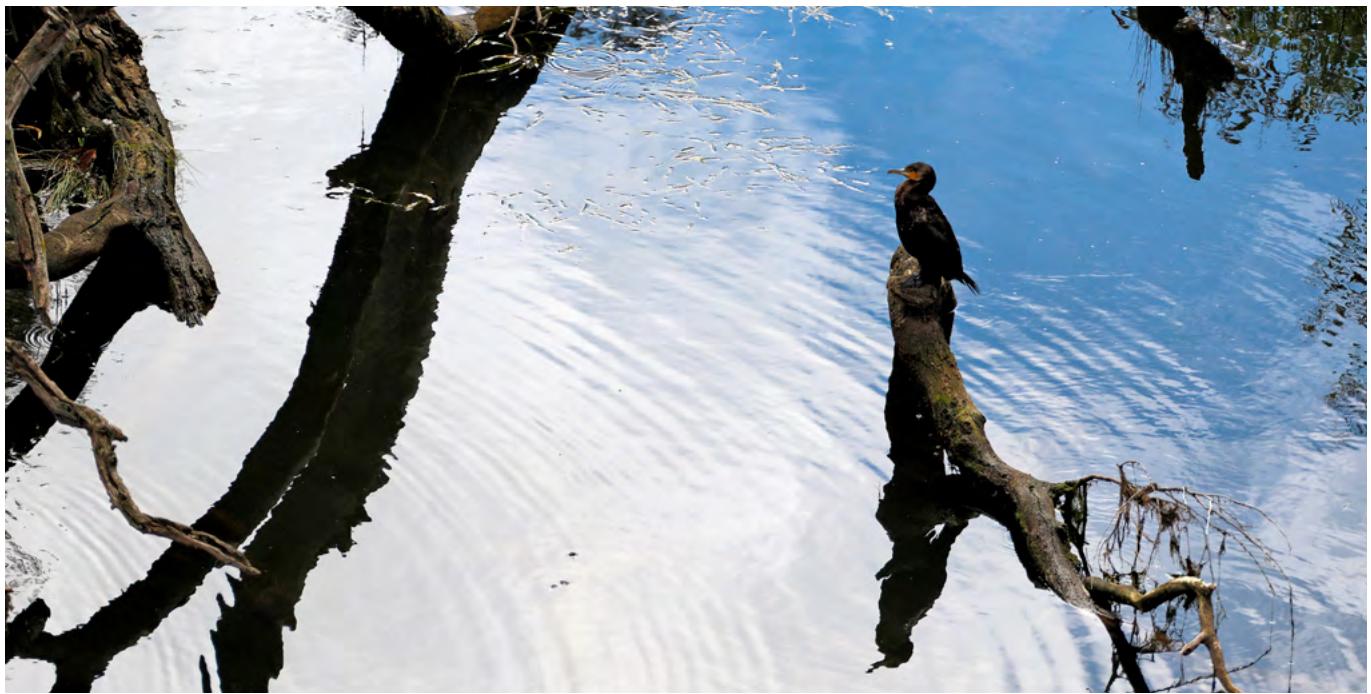
### Climate Change

This output leads the development and implementation of strategic, whole of government climate change policy and programs that contribute to Victoria's 2050 target of net-zero greenhouse gas emissions and building the State's resilience to climate change.

Performance measures	Unit of measure	2021-22 target	2020-21 expected outcome	2020-21 target	2019-20 actual
Quantity					
Victorian schools participating in the ResourceSmart Schools program	number	700	700	700	636
Annual energy saved by Victorian schools participating in the ResourceSmart Schools program	kWh	8,500,000	9,000,000	8,500,000	10,432,417

The 2020-21 expected outcome is higher than the 2020-21 target due to a data anomaly resulting from coronavirus (COVID-19) restrictions impacting schools during 2020-21. The method of data collection cannot differentiate between energy saved through ResourceSmart Schools initiatives and remote teaching and learning.

Source: Department of Environment, Land, Water and Planning



## Objective 2: Healthy, resilient and biodiverse environment

This objective involves leading the development and implementation of strategic regulation and investment in environmental and natural resource programs across Victoria.

The Department works with portfolio partners, local communities and external stakeholders to develop effective, evidence-based policies, programs and regulatory responses for: environment protection; waste resource recovery and recycling; ecosystem resilience; native vegetation management; threatened species; and land management practices.

### Outputs

#### Environment and Biodiversity

This output leads the development and implementation of strategic, whole of government environmental policy and delivers investment, regulatory and research functions that support Victoria's diverse and resilient ecosystems.

The departmental objective indicators are:

- › participation in community-based environmental programs
- › reduction in pollutants from priority hotspots
- › reduction in waste generation per person.

Performance measures	Unit of measure	2021-22 target	2020-21 expected outcome	2020-21 target	2019-20 actual
Portfolio entity annual reports including financial statements produced in line with the Financial Management Act 1994 and free from material errors	per cent	100	100	100	nm

Source: Department of Environment, Land, Water and Planning



## **Waste and Recycling**

This output delivers investment into reducing waste, transforming recycling services and increasing value from recycled materials. These activities support industry, innovation, research and development and clean technologies to create new markets and business opportunities for recycled materials.

<b>Performance measures</b>	<b>Unit of measure</b>	<b>2021-22 target</b>	<b>2020-21 expected outcome</b>	<b>2020-21 target</b>	<b>2019-20 actual</b>
<b>Quantity</b>					
Proportion of waste diverted away from landfill	per cent	70	70	70	nm
Proportion of Victorian households with access to organic food and garden waste recycling or local composting services	per cent	TBC	12	13	nm
Victorian local council sites supported to upgrade infrastructure to safely collect and sort e-waste for recovery	number	140	110	110	100
<b>Quality</b>					
Cumulative increase in the capacity of Victoria's resource recovery infrastructure	tonnes	1,000,000	850,000	900,000	714,076
The 2020-21 expected outcome is lower than the 2020-21 target as some projects originally scheduled to be completed in 2020-21 have been rescheduled to 2021-22.					
<b>Timeliness</b>					
Average assessment time for major investment grants from application closure to recommendation	days	60	nm	nm	nm

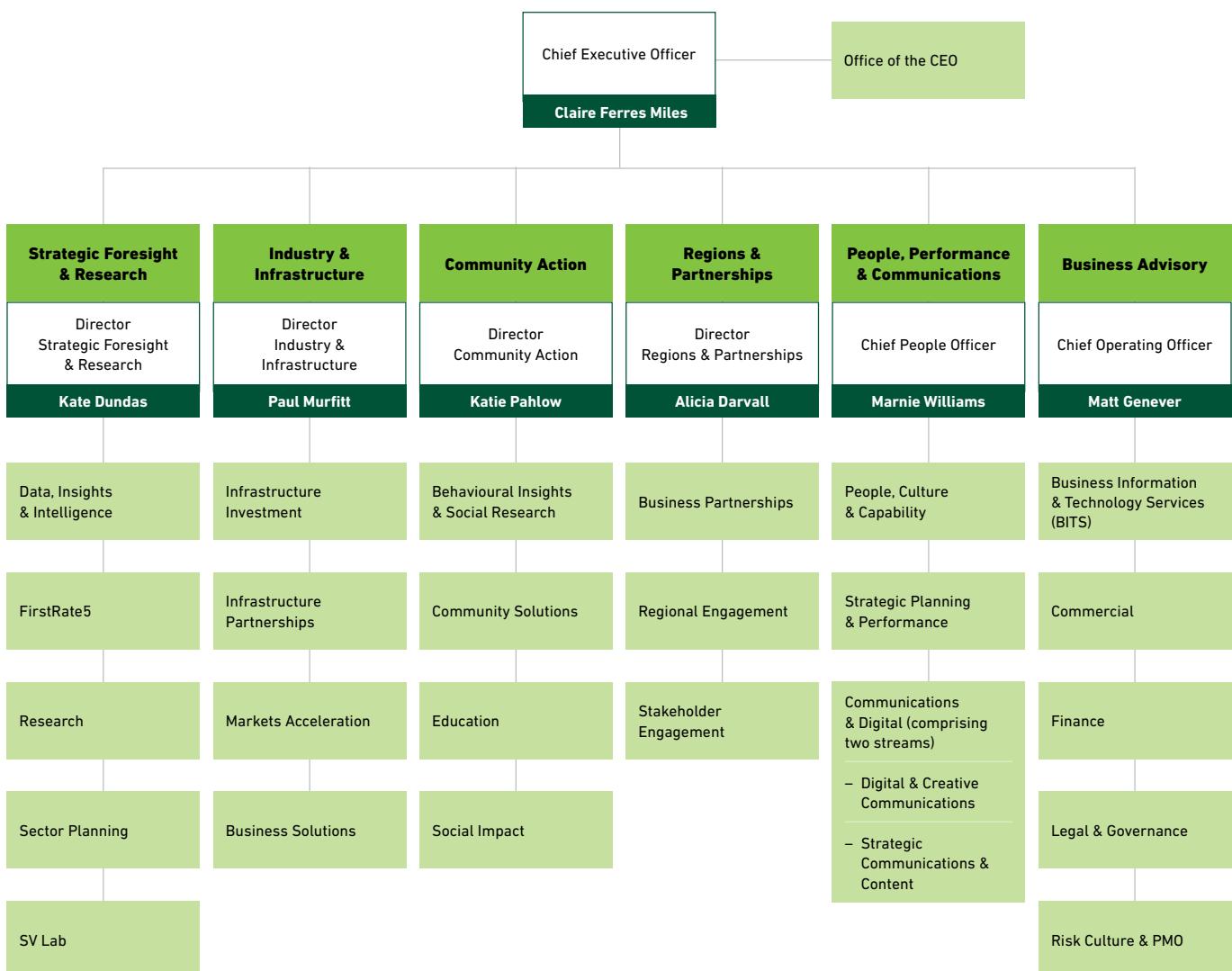
Source: Department of Environment, Land, Water and Planning

# Our organisation

We attract, develop and grow the brightest minds in the professions of science, resource management, environmental research, community engagement, behaviour change, education and climate change.

Whether it is our staff providing direct service or supporting the delivery partnerships, we have groups dedicated to:

- Office of CEO
- Strategic Foresight & Research
- Industry & Infrastructure
- Community Action
- Regions & Partnerships
- People, Performance & Communications
- Business Advisory



# Our cultural aspirations

## We are ONE SV

We are an inclusive community of diverse individuals, working collaboratively to achieve our shared goals.

## We have a GROWTH mindset

We bring our experience, skills and knowledge to everything we do; we are committed to personal and professional growth.

## We are COURAGEOUS and BOLD

We are open to new ideas, value creativity and encourage each other to think differently, take well-informed risks and be courageous in our exploration.

## We are IMPACTFUL

We deliver impactful and measurable outcomes, holding each other to account, being brave in our decision making and adopting a 'can do' attitude.

## We are INSIGHTFUL

We see the big picture in the longer term adding value through insight, leveraging our rich evidence, data and research to explore scenarios and create new opportunities.

## We are AGILE

We are flexible and agile and redirect resources to achieve the maximum benefit for the Victorian Community. We foster a 'safe-to-fail' environment where staff are empowered to innovate and try new things.

# Annual financial plan

## 1 Cash Flow Summary

	2021-22	2022-23	2023-24
	\$	\$	\$
Landfill Levy	\$18,919,107	\$18,519,902	\$18,082,900
Project Funding	\$87,157,629	\$57,896,002	\$45,935,000
Other Revenue	\$2,889,979	\$3,348,375	\$4,710,531
Total Cash inflows	\$108,966,715	\$79,764,279	\$68,728,431
Sustainability Victoria Outflows	\$117,884,907	\$122,220,442	\$71,666,532
Total Cash Outflows	\$117,884,907	\$122,220,442	\$71,666,532
Net Cash Inflow/(Outflow)	-\$8,918,191	-\$42,456,163	-\$2,938,101
Opening Cash Balance - 1 July	\$70,464,031	\$61,545,840	\$9,089,677
Closing Cash Balance - 30 June	\$1,545,840	\$19,089,677	\$6,151,576
Check ARFC Papers	\$61,545,840	\$19,089,677	\$16,151,576

Net cash balances are influenced by two significant factors which do not readily resolve into a simple trend:

- 1) The timing of significant project related inflows and outflows;
  - 2) Landfill levy revenues which are declining against steady non-project expenses, with expected progressive reduction in available cash for core operations.
- Sustainability Victoria has in place a financial sustainability strategy that aims to maintain balance between non-project income and non-project expenses over the long term.

## 2 Funding by Source

FinYear	FY22		
RevenueBudget	\$ 23,209,379	21%	
MOUFunding	\$ 87,157,629	79%	
	\$ 110,367,008		

## 3 Salaries & Wages Expenditure per focus area

	Behaviour Change and Education	Community Action	Investment and Innovation	Delivery Partners	Grand Total
Core Expenses	\$2,647,197	\$127,510	\$89,640	\$9,519,940	\$12,384,287
[6.1] Salaries & Wages	\$1,657,506	\$2,005,317	\$2,947,912	\$6,371,497	\$12,982,231
[5.1] Landfill Levy & Other Non-Project Funding	\$4,304,703	\$2,132,827	\$3,037,552	\$15,891,437	\$25,366,518
[4.1] Sustainability Fund & Other Project Funding	\$11,914,620	\$19,653,792	\$62,361,725	\$0	\$93,930,137
[3.1] Total	\$16,219,323	\$21,786,618	\$65,399,278	\$15,891,437	\$119,296,656
	14%	18%	55%	13%	

The categorisation of budgeted spend has been amended in 2021 to better reflect the areas of focus.

# Our strategic risks

Our strategic risks (and opportunities) for 2021-22 have been revised in the context of navigating:

- › current economic contexts
- › new Chair and refreshed Board membership
- › interim targets announced under the Climate Change Strategy
- › changed personal and professional world under COVIDSafe settings
- › balancing diverse stakeholder interests and expectations.

These are supported by robust risk management practices and strategies, that together with our strategic foresight approach to horizon scanning will support our success in delivering this Annual Business Plan, and ultimately SV2030.

Domain	No.	Risk Description	Strategies <sup>6</sup>
<b>Reputation &amp; Relationships</b>	SR1a	SV cannot demonstrate that it delivers on <b>Recycling Victoria</b> portfolio priorities for the Minister	<ul style="list-style-type: none"><li>› Portfolio, Program &amp; Project Management practices (P3M) including SV Project Control Group (PCB) and capability uplift</li><li>› RV governance committees and SV PCB engagement, communications and reporting</li><li>› RV assurance reviews and reconciliations of project impact compared against ministerial requirements and project plans</li></ul>
	SR1b	SV cannot demonstrate that it delivers on <b>Emissions</b> portfolio priorities for the Minister	<ul style="list-style-type: none"><li>› Portfolio, Program &amp; Project Management practices (P3M) including SV PCB and capability uplift</li><li>› Monthly progress updates for projects delivered in partnership with DELWP Energy, with DELWP representation on SV PCB</li><li>› Monthly CEO review of project status to ensure they are on-track delivery</li><li>› Recruit Emissions Portfolio Coordinator to oversee delivery of portfolio outcomes</li><li>› Review the projected deliverables of the Emissions Portfolio, re-baseline risk exposure, and implement actions to reduce delivery risk exposure if necessary</li></ul>
	SR2	SV does not grow its position of influence within the Victorian Government	<ul style="list-style-type: none"><li>› SV is proactively involved in the development of the legislation and transition arrangements with DELWP. This includes being represented on PCB and the Working Groups, including DELWP, SV and WRRGs</li><li>› Active identification, investment in and building of key relationships across government. Distributed ownership of these relationships to the appropriate parties across SV, aligned with strategies and tactical plans</li></ul>
	SR3	Stakeholders do not know what SV does or the impact we achieve	<ul style="list-style-type: none"><li>› Ongoing stakeholder engagement to determine perceptions of SV in the marketplace</li><li>› Broad range of impact communications are available to the public, including those on the SV website</li><li>› Actioning 2021 Listening Tour feedback through a solutions-orientation lens and discuss the SV2030 strategy with stakeholders and community through <a href="http://www.engage.vic.gov.au">www.engage.vic.gov.au</a> and other pathways</li><li>› Design new Stakeholder Strategy, which will segment &amp; prioritise stakeholders, set specific targets, define roles &amp; responsibilities for engagement across the organisation (including board-level engagement) and define the broad and targeted communications necessary to engage</li><li>› Begin implementation of Stakeholder Strategy and follow up through a second listening tour to discover if our strategy and the way we engage resonates with them, raised awareness and generated local ideas for follow through</li></ul>

<sup>6</sup> Please note that these were relevant at the time of publication, but are subject to change through our continuous risk monitoring.

<b>Domain</b>	<b>No.</b>	<b>Risk Description</b>	<b>Strategies<sup>6</sup></b>
<b>Impact</b>	SR4	SV fails to fulfil its role in Victoria's journey to a climate resilient and circular economy	<ul style="list-style-type: none"> <li>➢ Ongoing strategic foresight and research portfolio including SV Lab to inform how Victoria's economy might be able to successfully transform</li> <li>➢ Completion of SV2030 strategy, stakeholder mapping &amp; associated activation plans (research, opportunities, projects etc.), stakeholder plan and comms plan that will clearly outline the impact that SV will have, and the partnerships that must be built</li> <li>➢ Execute workforce capability uplift to ensure our staff have the skills (and budget) to deliver on SV priorities as specified in SV2030</li> </ul>
<b>Organisational Health</b>	SR5	SV's financial performance does not enable long-term sustainability	<ul style="list-style-type: none"> <li>➢ Financial Sustainability Strategy, including Diversified Revenue Strategy</li> <li>➢ Efficiency agenda and targeted budget management</li> <li>➢ Negotiation with Sustainability Fund on internal cost recharge</li> <li>➢ Refine structural funding bid, including cross-government engagement to demonstrate a compelling and direct value proposition across government</li> <li>➢ Core cost control measures to be implemented, including full project costing and monitoring</li> </ul>
	SR6	SV does not embed the required workforce capability and capacity to realise our vision	<ul style="list-style-type: none"> <li>➢ Ongoing recruitment and evolution of sourcing strategy to fill gaps in key roles including surge recruitment under Matrix Model</li> <li>➢ Co-designed operating model and ways of working based on capability</li> <li>➢ Develop People Strategy to ensure we have the right capability including: <ul style="list-style-type: none"> <li>a) capability framework &amp; organisational performance plan</li> <li>b) workforce plan to attract, retain and develop that capability, including succession planning and leadership development at all levels</li> </ul> </li> <li>➢ Refine Resource Allocation &amp; Optimisation Model</li> </ul>
	SR7	SV does not embed the required technology capability to realise our vision	<ul style="list-style-type: none"> <li>➢ Complete full integration of Business Information Technology Services with organisational strategic business planning</li> <li>➢ Build a complete SV IT Strategy and Enterprise Architecture and share with the business</li> </ul>
	SR8	SV does not cultivate a safe, inclusive and sustainable workplace culture	<ul style="list-style-type: none"> <li>➢ Regular wellbeing and engagement data collected and acted upon by SV</li> <li>➢ Diversity &amp; Inclusion plan</li> <li>➢ Continued visibility of the Executive Leadership Team (ELT) and CEO across the organisation</li> <li>➢ Mental Health toolkit and wellbeing support resources (Employee Assistance Program (EAP), mental health toolkit, wellness seminars etc.)</li> <li>➢ Continued evolution of our Ways of Working to match employee expectations</li> <li>➢ Review all organisational policies to ensure they uphold health, safety and wellbeing of all employees</li> <li>➢ Design and implement OneSV cultural and behaviour training, including focus on culture of feedback</li> <li>➢ Implement leadership development and Team Leader capability uplift programs</li> <li>➢ Implement new EAP provider</li> </ul>
	SR9	SV's governance, probity and due diligence processes are not aligned with best practice expectations of timeliness and integrity	<ul style="list-style-type: none"> <li>➢ Governance framework and internal controls over processes to recommend grant funding to the Minister</li> <li>➢ Recruitment drive in Legal &amp; Governance branch</li> <li>➢ Forward planning to stage grants with Minister presented monthly</li> <li>➢ Clear guidelines in place for external parties to engage SV</li> <li>➢ Review internal decision making and advisory practices (including grant planning and assessment, ELT review, CEO and Board decision making and preparation of Ministerial briefs) to maximise transparency, probity and independence of grant funding allocations</li> </ul>

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