

Environment Protection Authority Strategic Plan 2017–21

Our Vision

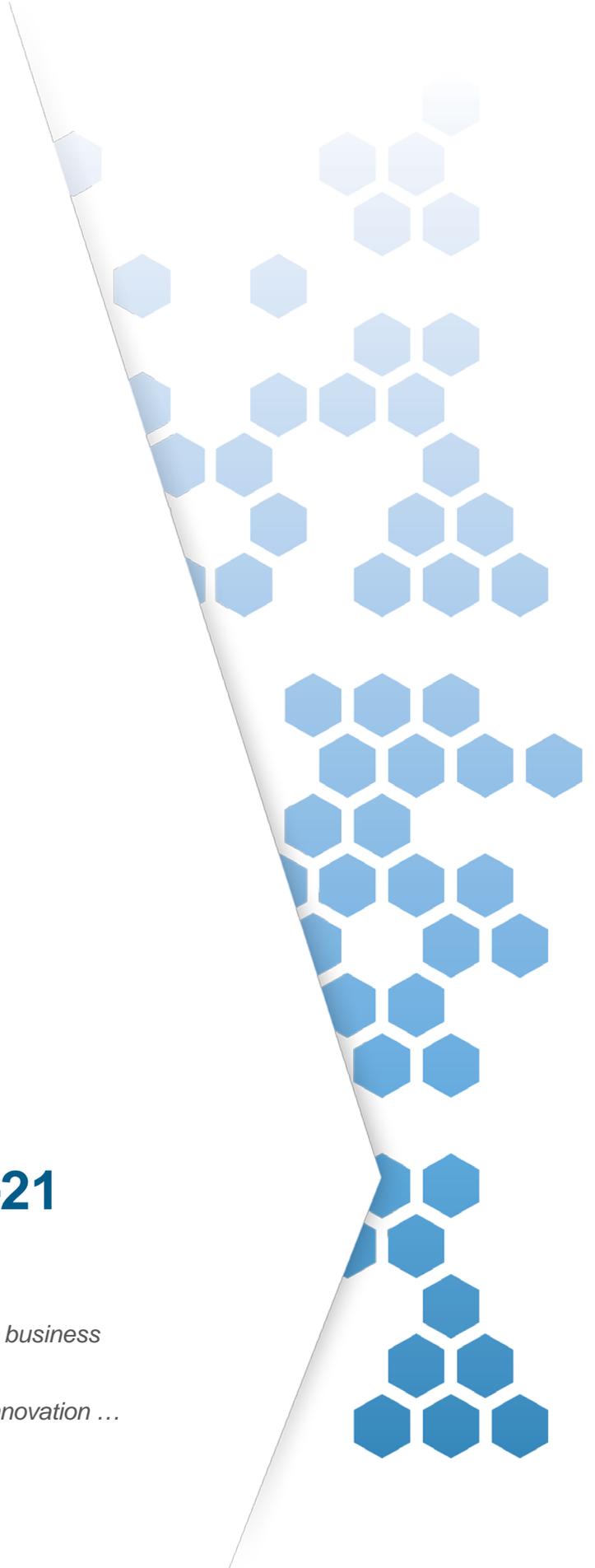
Healthy environment, healthy community, healthy business

Our Values

*Integrity ... Trust ... Service ... Accountability ... Innovation ...
Transparency*

www.epa.nsw.gov.au

Environment Protection Authority



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Message from the EPA Chair and CEO



I am pleased to share the NSW Environment Protection Authority (EPA) Strategic Plan 2017–21 with our staff, stakeholders, customers and the community of New South Wales.

As the state's primary environmental regulator, the EPA is a leader, partner and protector for our community and the environment. We have a very important role as the lead agency responsible for the Premier's priority '**Keeping our environment clean**' which aims to reduce the volume of litter by 40% by 2020. Our priorities below reflect this, including a new container deposit scheme and our litter reduction initiatives.

Our **leadership** has provided New South Wales with the most stringent air particle standards in the world, state of the art technology to reduce illegal dumping and to track hazardous waste, and a container deposit scheme, coming online in 2017.

We protect the community and environment with our 24-hour statewide incident call centre and our regulatory activities across contaminated sites, radiation, chemicals, pesticides, dangerous goods, clean air, noise control, water quality, illegal dumping, litter reduction, waste behaviour, resource recovery, forestry and the gas industry.

In partnership with communities, business and government we now have 19% less litter on our streets, 2.8 million kilograms of household problem wastes have been taken out of circulation, we are helping to make the Parramatta River swimmable and we provide expert environmental advice on state-significant development and infrastructure decisions.

New South Wales is facing significant challenges from population growth and the associated demand for infrastructure, water and energy, increased waste generation, more intensive agriculture and a change in our climate. Our aim is to **maintain and enhance the liveability of New South Wales by preventing harm to human health and the environment.**

The EPA's priorities for 2017–21

- **Introduce an easy-to-use container deposit scheme** for the recycling of drink containers, to be operational from December 2017, that is convenient and welcoming, providing consumers with a positive experience (Premier's priority).
- **Reduce the volume of litter by 40% by 2020** (Premier's priority) using a range of litter reduction initiatives including council litter grants and our *Hey Tosser!* program.
- **Minimise the impact of contamination and hazardous substances in our environment.** Protect the community from contaminated sites with efficient assessment and management of risk. Ensure polluters pay to clean up the environment. Address emerging environmental issues such as microplastics in the marine environment.
- **Manage NSW waste innovatively.** Halt the growth in per capita waste generation and divert more waste from landfill by increasing the level of recycling. Reduce the amount of plastics entering the marine environment, including by phasing out use of microbeads in cleaning, cosmetic and personal care products.
- **Reduce illegal dumping by 30% by 2020.** Undertake a collaborative and evidence-based approach to reduce illegal dumping including targeted waste compliance and enforcement programs.

- **Enhance community confidence about environment protection.** Continually improve and innovate the environmental regulatory framework and make decisions supported by scientific evidence.
- **Improve air quality across New South Wales.** Actions in the 10-year Clean Air Plan will lead to health improvements for the NSW community.
- **Improve water quality in the Greater Metropolitan Area.** Ensure our rivers and groundwater are cleaned up and aquatic life, waterway amenity and water resources are protected.
- **Maintain key native forest values, including threatened species.** Oversee modern, effective and transparent regulation of native forestry operations on public and private land.
- **Contribute to planning for the future of New South Wales.** Engage with the Greater Sydney Commission, Planning and Assessment Commission and NSW Planning and Environment so environmental challenges are properly considered.
- **Listen to our stakeholders.** Respond to the feedback from our 2016–17 stakeholder engagement survey and respond to the needs of communities and businesses. Continue to strengthen our role as an important partner with local governments.

Barry Buffier AM
Chair and CEO
NSW Environment Protection Authority

The EPA's purpose

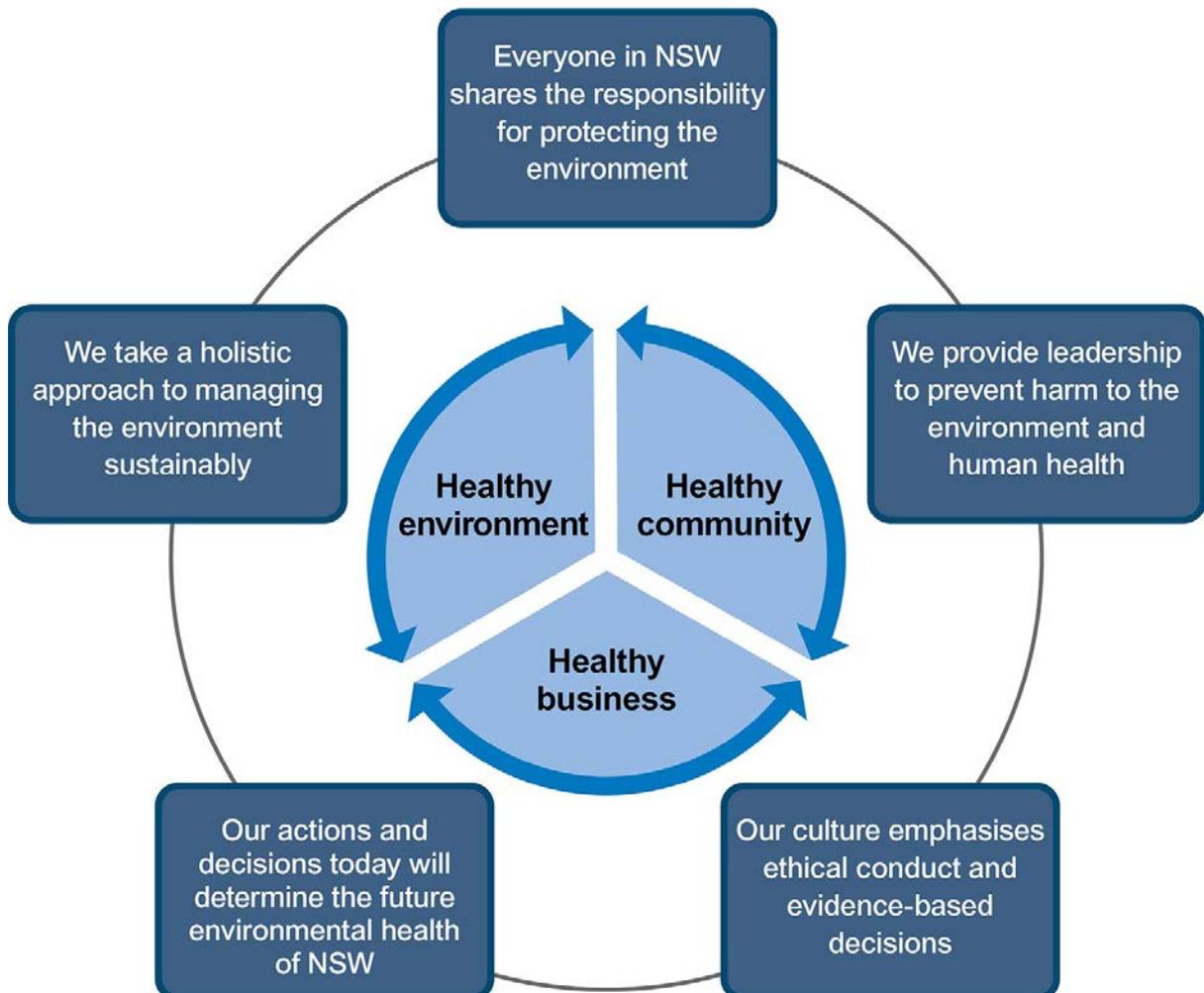
As the state's primary environmental regulator, we are a leader, partner and protector for our community and the environment.

- We lead in protecting the health of the community, now and in the future, by protecting our air, waterways and land.
- We work with communities, governments and businesses to reduce our impact on the environment.
- We hold people and organisations to account through licensing, monitoring, regulation and enforcement.

The EPA's vision and foundational statements

Our vision is for New South Wales to have a **healthy environment, healthy community and healthy business**. We believe healthy ecosystems are the foundation for healthy communities, a healthy economy and for enhancing liveability.

Five **foundational statements** help the EPA and the community of New South Wales to achieve this vision.



The EPA's six key result areas

The EPA's priorities, vision and foundational statements are the core guiding principles we rely on to focus our work. We have identified six key result areas to deliver on these guiding principles.

1 Improved human health and environmental protection

2 Innovative waste management

3 Effective management of environmental incidents

4 Sound strategic and planning advice

5 Effective communication and stakeholder engagement

6 Exemplary and innovative organisation

We also measure and report on our performance and outcomes, including that:

- local communities, water, air and land are protected from harmful emissions
- the community is protected from exposure to harmful substances that affect health
- disturbance to public amenity due to offensive noise, odour and dust emanating from licensed sources is minimised
- waste generation is reduced, recycling is increased and more waste is diverted from landfill
- the amount of litter is reduced, as well as the amount of waste dumped illegally.

The EPA’s outcomes and measures for 2017–21

We have adopted a number of strategies to achieve outcomes under each of the six key result areas. We regularly monitor and measure our success in achieving these outcomes.

Key result area 1: Improved human health and environmental protection

We lead in protecting the health of the community, now and for the future, by protecting our air, waterways and land. We hold people and organisations to account through licensing, monitoring, regulation and enforcement. We regulate licensed premises and activities to prevent or minimise emissions of pollutants. We adopt, at a minimum, environmental standards prescribed by complementary Commonwealth and state legislation, advise the NSW Government to prescribe more stringent standards where appropriate, and set mandatory targets for environmental improvement.

Outcome	Success measures ^a	Strategies
Land		
<p>Contaminated sites All declared contaminated sites have clear outcomes and milestones established for site clean-up</p>	<p>Backlog of unassessed contaminated sites removed by end 2017</p> <p>95% of new contaminated sites assessed and prioritised within four months of notification where sufficient information is available (Budget Paper 3)</p>	<p>Work with Heads of Asbestos Coordination Authorities and councils on plans to identify, assess and manage James Hardie legacy asbestos sites</p> <p>Apply the contaminated sites initial screening and prioritisation tool to all new notifications</p> <p>Implement the Broken Hill Environment Lead Program to address the issue of blood lead levels in children and the regulation of significantly contaminated land</p> <p>Continue to implement a program to complete the assessment of sites previously notified to the EPA</p> <p>Continue to implement the EPA PFAS investigation program to assess the extent of PFAS¹ use and contamination in New South Wales</p> <p>Apply cost recovery procedures so responsible parties contribute to the EPA costs of regulating sites</p> <p>Implement the NSW site auditor scheme including the recovery of costs to implement the scheme</p> <p>Amend the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2014 to allow the EPA to continue regulation of underground petroleum storage systems until handover to councils in September 2019</p>

¹ PFAS are a group of chemicals that include perfluorooctane sulfonate (PFOS) and perfluorooctanoic acid (PFOA). They have many specialty applications and are widely used in a range of products in Australia and internationally. PFAS are an emerging contaminant, which means their ecological and human health effects are unclear.

Outcome	Success measures ^a	Strategies
<p>Hazardous substances</p> <p>Reduced risks from hazardous sources including radiation, pesticides and chemicals</p> <p>Reduced risks from the storage and transport of dangerous goods</p>	<p>Spot inspections of the EPA hazardous waste tracking program show 100% compliance</p> <p>100% of tracked hazardous waste transported to facilities where it can be lawfully treated</p>	<p>Reduce risk from activities involving hazardous chemicals, pesticides, dangerous goods, radioactive substances and apparatus and hazardous waste through compliance and enforcement programs</p> <p>Develop strategies to phase out chemicals that are dangerous to human health or the environment</p> <p>Develop programs that focus on sources that have significant local or regional impacts (e.g. locomotives, ships, heavy industry)</p> <p>Ensure that all newer (post 1 July 2014) tank trailers transporting dangerous goods are fitted with electronic stability controls and retrofitting of old tank trailers is on track to meet the 1 January 2019 deadline</p> <p>Complete an inspection program for a random sample of tankers (60 tankers) in the 2017–18 financial year to inform consideration of any further action required to improve tank integrity and maintenance</p> <p>Undertake inspections of facilities storing dangerous goods in tanks</p> <p>Reduce risks associated with radioactive sources by identifying and capturing sources that are not presently regulated</p> <p>Undertake an inspection program of mines in shut-down or care and maintenance to ensure all radioactive sources are on their inventory, radiation management licence, and on the EPA's database</p> <p>Improve the regulatory framework for environmentally hazardous chemicals with the modernisation of the <i>Environmentally Hazardous Chemicals Act 1985</i>, a review of existing chemical control orders and by streamlining licensing requirements</p>
<p>Forestry operations</p> <p>Key forest values are maintained throughout native forestry operations on public and private land</p>	<p>A new regulatory framework for native forestry on both public and private lands in place by 2019, incorporating modernised penalties, increased regulatory tools and a flexible and risk-based regulatory regime ^a</p> <p>95% of high-risk native forestry operations assessed for compliance against the native forestry regulations and guidelines</p>	<p>Introduce legislative reforms for native forestry, including implementing the recommendations of the Independent Biodiversity Legislation Review Panel to review the regulatory arrangements for timber harvesting in New South Wales</p> <p>Complete a comprehensive remake of the coastal Integrated Forestry Operations Approvals and commence reviews of the Private Native Forestry Codes of Practice, Regional Forest Agreements and NSW Forest Agreements</p> <p>Implement a strategic compliance, enforcement and engagement program to improve forest industry compliance with the native forestry regulations and guidelines</p> <p>Implement timely administration of private native forestry approvals and associated inquiries</p> <p>Build on the outputs of the koala mapping program and threatened ecological community mapping</p>

Outcome	Success measures ^a	Strategies
<p>Resources including mining and gas</p> <p>All mining and gas activities are conducted in accordance with the conditions of approval and environment protection licence conditions so impacts on human health and the environment are minimised</p>	<p>By 2019, 100% of gas sites bought back by the NSW Government under the NSW Gas Plan are compliance confirmed</p>	<p>Lead the regulation of gas activities in New South Wales including compliance and enforcement of the conditions of approval and EPL conditions for gas activities, under the NSW Gas Plan</p> <p>Partner with other agencies to standardise a regulatory framework so all conditions are reasonable, practical and measurable</p> <p>Deliver related actions under Clean Air for NSW</p>
Air		
<p>Air quality</p> <p>Air quality is protected from harmful emissions and the effects of pollution</p>	<p>Improvement in the index for average air quality in New South Wales as measured by the Office of Environment and Heritage (OEH) (Budget Paper 3)</p> <p>Total air emissions load under the load-based licensing scheme reduced</p>	<p>Prepare and publish <i>Clean Air for NSW</i> with strategies for reducing air pollution from 2017–27</p> <p>Develop programs that focus on sources that have significant local or regional impacts (e.g. non-road diesel engines, wood smoke and industry)</p> <p>Undertake a compliance audit program of the wood heater industry</p> <p>Protect outdoor air quality and visibility in known air shed communities within Sydney and Western Sydney, Lower Hunter, Upper Hunter, and Wagga Wagga via Clean Air for NSW</p>
Water		
<p>Water</p> <p>Water quality is protected from harmful discharges</p> <p>A risk-based framework is used to consider waterway health outcomes during the strategic planning process</p>	<p>90% of coastal and estuarine beaches classified as having ‘very good’ or ‘good’ recreational water quality (as measured by OEH Beachwatch)</p> <p>Overall environmental goal secured for South Creek catchment</p> <p>Risk-based framework used to inform water quality outcomes for South Creek catchment</p>	<p>Work in partnership with other relevant agencies to scope three further potential swimming sites and make the Parramatta River swimmable by 2025 as part of Sydney’s ‘Central River City’². Seek to establish similar cooperative approaches to improve other targeted urban streams</p> <p>Review pollution limits on licences for small sewage treatment plants in New South Wales</p> <p>Protect and restore water quality with a focus on:</p> <ul style="list-style-type: none"> • nutrient loads on inland waters such as the Hawkesbury–Nepean river system from Goulburn to Pittwater • South Creek as part of Sydney’s ‘Western Parkland City’ • mining salinity and estuarine contaminants in the Hunter River • coal and gas impacts on groundwater <p>Ensure water salinity targets are met through the Hunter River Salinity Trading Scheme</p> <p>Monitor and report on water quality in known safe swimming and fishing locations</p> <p>Develop operational guidance on point source discharge monitoring for environment protection licences</p> <p>Apply the risk-based decision-making framework for considering waterway health in strategic land-use planning</p>

² The Greater Sydney Commission’s strategic planning envisages [three cities](#): Sydney’s Central River City, Western Parkland City and Eastern Harbour City.

Outcome	Success measures ^a	Strategies
Liveability		
<p>Liveability Impacts of infrastructure provision and industrial activities on the community are minimised</p>	<p>Where a significant issue has been identified at an environment protection licensed premise and is being managed, major odour and noise complaints are reduced by 25%</p> <p>A pilot to introduce a new approach to changed urban water management established for the South Creek catchment</p>	<p>Implement changes to the EPA's regulation of the operational rail network to allow more effective controls of air and noise emissions</p> <p>Address noise issues associated with large-scale industrial, transport and construction activities and provide clear guidance for appropriate regulatory authorities about noise regulation</p> <p>Implement <i>Technical Framework – Assessment and Management of Odour from Stationary Sources in NSW</i></p> <p>Continue working within international agreements on hazardous chemicals, hazardous waste, radiation and the transport of dangerous goods</p> <p>Implement a changed and integrated approach to water management in the South Creek corridor to address better liveability in Sydney's 'Western Parkland City' for residential and employment land adjacent to the Western Sydney Airport development, and inform other growth areas such as the South West and North West growth areas</p>
Regulation		
<p>Regulatory risk EPA regulatory efforts target highest-risk premises</p>	<p>100% of licences risk-assessed in the risk-based licensing framework</p> <p>100% of high-risk licences visited twice a year (achieving inspection targets)</p>	<p>Allocate regulatory resources more efficiently by varying environment protection licences for low-risk premises to remove monitoring and reporting conditions (where appropriate)</p> <p>Evaluate the risk-based licensing system to ensure it incentivises licensees to improve environmental performance</p> <p>Review the load-based licensing framework to ensure economic incentives are effective for reducing emissions and discharges</p> <p>Deliver best practice environmental regulation through the EPA risk-based regulatory framework, compliance audit program, compliance policy and the development of innovative regulatory tools to improve environmental behaviour</p>
<p>Compliance High levels of regulatory compliance are maintained</p>	<p>At least 99% of environment protection licence conditions complied with</p> <p>Annual reduction in the number of environment protection licensees that report non-compliance</p>	<p>Implement the EPA's strategy for risk-based regulation</p> <p>Take effective regulatory action to identify and address non-compliances using the appropriate regulatory tools, including campaigns, compliance audits, licence reviews, education and awareness programs, warning letters, statutory notices, enforceable undertakings and prosecutions</p> <p>Undertake regulatory programs for non-licensed activities regulated by the EPA to ensure environmental best practice</p> <p>Undertake targeted compliance programs such as motor vehicle compliance activities and compliance audits of high-risk industry sectors and premises in accordance with the EPA Compliance Policy</p>
<p>Enforcement Enforcement action reflects the seriousness of the non-compliance and leads to improved compliance, redresses harm and acts as a deterrent to re-offending</p>	<p>90% prosecution success rate (excluding litter and test cases)</p>	<p>Consider the seriousness of the offence, potential or actual risk to human health or the environment, the compliance tools available and whether an escalated response is needed when deciding to prosecute</p> <p>Bring prosecutions in accordance with the EPA Prosecution Guidelines, guidelines on timely investigations, and other relevant policy and guidance material</p>

^a Blue text indicates success measures that have set time frames for delivery.

Key result area 2: Innovative waste management

We introduce policies and implement programs that reduce waste, increase recycling and improve behaviour (associated with littering and waste disposal). We regulate the transportation, collection, treatment, storage and disposal of waste and support the reduction of the use of materials by encouraging re-use and recycling and material recovery.

Outcome	Success measures ^a	Strategies
Illegal dumping Illegal dumping is reduced	Illegal dumping reduced by 30% by 2020	<p>Develop a strong evidence base to inform targeted waste compliance and enforcement programs that result in successful regulatory action, and policy decisions that drive out illegal dumping in New South Wales</p> <p>Establish collaborative partnerships between the NSW Government, local councils, Regional Illegal Dumping Squads, industry and the community to combat and prevent illegal dumping by supporting these partners through grant funding, training, data collection and joint initiatives</p> <p>Consult on the NSW Illegal Dumping Strategy</p>
Litter Litter is reduced	<p>Volume of littered items reduced by 40% per 1000 square metres by 2020 (Budget Paper 3)</p> <p>Container deposit scheme implemented by 1 December 2017</p>	<p>Support enforcement activity against litterers by increasing the number of trained state and local government officers with powers to enforce litter regulations</p> <p>Identify and clean up litter hotspots and encourage the installation of public space infrastructure and appropriate signage to reduce littering behaviour</p> <p>Address impacts of microplastics from personal care and cleaning products</p> <p>Consult on the NSW Litter Prevention Strategy</p> <p>Continue to work with the Australian Government, other jurisdictions and key stakeholders to develop an improved national litter methodology</p> <p>Introduce a container deposit scheme for New South Wales through a tender process that incorporates customer satisfaction principles</p>
Reduce waste Waste generation is reduced	Zero growth in per capita waste generation by 2021–22	<p>Use economic and technological approaches such as the waste levy to provide an incentive for waste generators to avoid or reduce their waste</p> <p>Continue to work with the Australian Government, other jurisdictions and key stakeholders on national product stewardship initiatives under the Commonwealth <i>Product Stewardship Act 2011</i>, including the Australian Packaging Covenant</p> <p>Implement the Changing Behaviour Together Waste Less, Recycle More Education Strategy</p> <p>Work with NSW Aboriginal communities to improve waste management and reduce litter and illegal dumping</p>
Recycle more Recycling is increased	Recycling rates increased to 70% for municipal solid waste and commercial and industrial waste, and 80% for construction and demolition waste by 2021–22 (Budget Paper 3)	<p>Stimulate additional investment in new or enhanced waste and recycling infrastructure as part of the Waste Less, Recycle More initiative</p> <p>Facilitate development of markets for recycled materials and encourage innovation in recycling technology</p> <p>Develop and consult on the NSW Waste and Resource Recovery Infrastructure Needs Program</p>

Outcome	Success measures ^a	Strategies
Waste diverted More waste is diverted from landfill	Waste diverted from landfill increased from 63% (in 2010–11) to 75% by 2021–22	Implement the Energy from Waste Policy to complement material recycling and conserve landfill space Implement changes to the Protection of the Environment Operations (Waste) Regulation 2014 including new licensing thresholds, improving recycling performance, waste tracking and waste levy requirements
Problem wastes Problem wastes are managed better	90% of NSW households have access to problem waste services	Help the community to remove problem wastes by funding a statewide network of permanent drop-off points and collection events for common household wastes such as asbestos, paint, batteries, gas bottles, fluorescent lights and smoke detectors Implement actions to reduce risks and manage issues with James Hardie asbestos Participate in the development of the NSW Government response to the NSW Ombudsman’s report on asbestos Develop an Asbestos Disposal Strategy that removes obstacles to the safe disposal of asbestos by the community Investigate and promote solutions for problematic and legacy wastes including a replacement for the Homebush Bay liquid waste treatment plant

^a Blue text indicates success measures that have set time frames for delivery.

Key result area 3: Effective management of environmental incidents

The EPA uses a comprehensive approach in its coordinating role for emergencies where the environment is at risk. This means we plan for, prepare and respond to incidents. We provide effective incident management support, analysis and investigation to minimise environmental harm and to facilitate environmental restoration or the clean-up of residues by the responsible party.

Outcome	Success measures	Strategies
Planning for incidents Licensees are prepared for environmental incidents and activate plans when an incident occurs	100% of environment protection licensees have pollution incident response management plans (PIRMP) PIRMPs are activated at 100% of incidents occurring at licensed premises and where emergency services attend an incident	Ensure all businesses holding an environment protection licence have an up-to-date PIRMP for their premises, which has been tested at the required frequency and has been implemented in the event of any pollution incident Provide education and guidance to help businesses prepare for and prevent environmental incidents from occurring
Preparation EPA collaboration with emergency services and partner agencies is seamless	100% of recommendations from debriefs of major environmental incidents (involving the EPA and where the EPA attended) adopted or acted on (within six months) 95% of all EPA authorised officers trained in the EPA’s Incident Management System	Leverage national expertise and harmonise approaches to incident management through active participation with the other jurisdictions in environmental incident preparedness Ensure all new and existing EPA personnel are familiar with the EPA’s role within the State Emergency Management Framework Provide advice on the management and disposal of contaminated and hazardous wastes Maintain a 24-hour, 7-day-a-week Duty Incident Advice Coordinator to ensure an EPA contact is always available Document actions resulting from debriefs and coordinate the uptake of achievable recommendations across the EPA. Assign priorities to recommendations that cannot be acted on within six months

Outcome	Success measures	Strategies
<p>Response</p> <p>Harm to the environment from hazardous incidents is minimised</p>	<p>The EPA responds or decides on appropriate action within 30 minutes of being notified of an environmental incident (95% of cases)</p> <p>100% of incidents where real or perceived harm to human health is identified, and in which the EPA is identified as the lead regulator, are communicated in a timely manner to the impacted community</p>	<p>Maintain an overview of environment protection activities within the emergency area and arrange the provision of specialist advice and technical assistance as required</p> <p>Provide specialised support in the coordination of response actions where the operations are primarily to protect human health and the environment</p> <p>Provide timely notifications to the community about incidents and emergencies that may impact the environment</p> <p>Engage with the community through social media and other media to facilitate consistent messaging about the EPA's role in response and recovery</p> <p>Facilitate and support emergency response actions and operations under EMPLAN (<i>NSW State Emergency Management Plan</i>) by activating Enviroplan (<i>NSW Environmental Services Functional Area Supporting Plan</i>)</p>
<p>Recovery</p> <p>Industry pays for the remediation and clean-up costs of licensed premises</p>	<p>90% of licensed premises in designation priority sectors such as gas and waste (excluding landfills) have secure funding for environmental liabilities in place by 2019</p>	<p>Continue to work with identified high-risk sectors and facilities to put financial assurances and insurance systems in place</p> <p>Introduce legislative and regulatory reforms to support the liability framework and targeted improvements to laws to improve functionality</p> <p>Support local government in asbestos emergencies by activating the <i>NSW Asbestos Emergency sub plan</i></p>

Key result area 4: Sound strategic and planning advice

As an independent statutory authority, we develop and inform environmental programs and policies to prevent harm to human health and the environment and improve liveability in New South Wales. We also work with the state and federal governments, local councils and other key organisations to ensure environmental issues are considered in major planning assessments and broader environmental policies. We provide informative planning advice to consent authorities on environment protection issues to ensure that development consent conditions adequately protect the environment.

Outcome	Success measures ^a	Strategies
<p>Improved strategic planning</p> <p>Strategic planning is influenced, and cumulative and diffuse-source pollution is addressed through protection of the environment policies (PEPs)</p>	<p>A draft PEP is developed and consultation has occurred by July 2018</p>	<p>Explore how best to use PEPs to influence priority issues via the planning system, e.g. linked to the Draft District Plans for Sydney, and continue investigation of the use of a PEP to inform growth in the South Creek Catchment</p> <p>Work with planning consent authorities to implement additional measures to address environmental impacts of concern (e.g. emissions of fine particles discharged to the environment from diffuse sources)</p> <p>Support decision-makers and stakeholders with the provision of expertise on contaminated sites</p>

Outcome	Success measures ^a	Strategies
<p>Information provision</p> <p>Information is provided to decision-makers enabling all relevant environmental impacts to be considered in:</p> <ul style="list-style-type: none"> • approving developments • making strategic plans or policies 	<p>The EPA provides a response to every strategic planning matter</p> <p>100% of development approvals for major infrastructure, where environment protection licences are issued, contain conditions recommended or agreed to by the EPA (sample audit)</p>	<p>Liaise with local councils on relevant local planning issues and integrated development applications</p> <p>Engage with the Greater Sydney Commission, Planning and Assessment Commission and Department of Planning and Environment to improve environmental planning in subregional planning and Greater Sydney Commission future plans</p> <p>Incorporate better air quality and water-sensitive urban design into strategic planning for Sydney</p> <p>Influence industrial redevelopment proposals to adequately address legacy issues such as odour, hazardous materials, asbestos, hydrocarbons and noise</p> <p>Promote consideration of impacts when planning authorities locate new residential developments and associated uses such as schools, hospitals, nursing homes or childcare centres, near industrial sites or intense agriculture</p>
<p>Timeliness</p> <p>All planning referrals are responded to in a timely fashion</p>	<p>The EPA responds to 100% of planning referrals within agreed or statutory timeframes</p>	<p>Provide consistent and timely advice to determining authorities when required, on potential or known impacts from activities regulated by the EPA</p>

^a Blue text indicates success measures that have set time frames for delivery.

Key result area 5: Effective communication and stakeholder engagement

We work with communities, government and businesses to reduce our impact on the environment. We provide information, education and support to the community to help inform decisions that could impact the environment and improve the environmental performance of business, industry, community and government in New South Wales. We strive to provide this in a timely fashion and extend our outreach in the community. We seek to build relationships through trust and mutual learning and monitor and evaluate our performance to continuously improve the way we engage. We promote public education and awareness, and environmental citizenship.

Outcome	Success measures ^a	Strategies
<p>Inform</p> <p>Stakeholders have a clear understanding of the EPA's role and how they can contribute to a shared responsibility for environmental protection</p>	<p>Increased community participation rates and information reach in EPA environmental programs</p> <p>Satisfaction of non-desktop users of the EPA website improved (increased page views and time on site)</p> <p>Number of litter reporters registered to use Report to EPA (online reporting) increased by 10%</p>	<p>Make reliable, accurate and timely information available to all EPA stakeholders through a wide range of communication and engagement channels</p> <p>Improve and increase EPA's digital presence (web, social media, mobile apps, online service portal) to provide integrated communication solutions that inform and engage EPA stakeholders</p> <p>Improve the EPA website and digital channels to provide easy access to information about the EPA's work, in line with the 'inform' channels identified in Engaging with the Environment Protection Authority</p> <p>Continue to implement education and community awareness programs to change social norms associated with waste avoidance, recycling, littering and illegal dumping including Love Food Hate Waste and the Household Chemical CleanOut program</p> <p>Provide clear messaging across a broad range of communication channels using consistent, accessible and easy-to-read materials to help stakeholders and the community understand what the EPA is responsible for</p>

Outcome	Success measures ^a	Strategies
<p>Consult and involve</p> <p>Individuals, communities, independent experts and businesses help inform and drive the agenda on environmental issues</p>	<p>Stakeholder consultation is undertaken 100% of the time when significant regulatory and legislative changes are proposed</p> <p>Expert panels and consultative committees inform the community of their reports and findings</p>	<p>Make greater use of community consultation committees, ensuring they are transparently evaluated and engender genuine participation through ongoing evaluation</p> <p>Provide tailored information and support to frontline staff through the EPA Stakeholder Engagement Strategy so they can better assist community members and businesses with regional issues</p> <p>Look for opportunities to develop stronger partnerships with co-regulators and local government associations through training and stakeholder engagement programs</p> <p>Understand community attitudes about environment protection and waste avoidance by undertaking surveys including the EPA survey on community attitudes to waste and recycling</p>
<p>Community and stakeholder attitudes</p> <p>The community and stakeholders are satisfied with the EPA</p>	<p>The community is satisfied with environmental protection in New South Wales (stakeholder survey)</p> <p>Increased overall satisfaction in the levels of consultation by the EPA (stakeholder survey)</p> <p>Community confidence in the EPA response to incidents</p>	<p>Continue to review the EPA's emergency response protocol to ensure it includes appropriate communication with affected stakeholders in the event of an incident</p> <p>Survey stakeholders on a two- to three-yearly basis to measure the EPA's performance in engagement, and publicly report on the EPA's progress in responding to the issues raised</p> <p>Design communication and consultation strategies that meet the needs of EPA stakeholders and the general public</p> <p>Consider and address the <i>EPA Stakeholder Survey 2016–17</i> recommendations; meet public and stakeholder expectations and improve future communication and engagement</p>
<p>Customer service</p> <p>EPA responses to customers are timely, accurate and consistent</p>	<p>Response times met for 90% of correspondence</p> <p>100% of calls to the EPA via Environment Line or reporting apps allocated to an appropriate officer for response</p>	<p>Develop and implement a formal plan to improve customer service, in line with Premier's priority 12: Improving government services, and use feedback from EPA stakeholder surveys to inform the plan</p> <p>Implement a stakeholder relationship management system as part of a project to transform the EPA's regulatory systems. Use the new system to manage interactions and effective engagement with stakeholders</p>

^a Blue text indicates success measures that have set time frames for delivery.

Key result area 6: Exemplary and innovative organisation

We deliver best practice corporate governance, leading staff development and enviable career opportunities. We incorporate the attributes of high-performing organisations including workforce capability and diversity, employee engagement (including culture and conduct), customer focus, leadership, evidence-based decision-making (including reporting and support services), sustainable performance and innovation.

Outcome	Success measures ^a	Strategies
High performing workforce		
<p>Employee engagement</p> <p>Our people are passionate about their work and feel a connection with the EPA</p>	<p>Staff satisfaction with 'working in the EPA' and the 'staff engagement index' at levels above the sector average reported in the NSW <i>People Matter Employee Survey</i></p>	<p>Encourage staff to participate in the People Matter Employee Survey and act on the results to improve programs for staff</p> <p>Give all staff the opportunity to help improve EPA performance by discussing the results of the survey and providing feedback. Actions on key areas are developed by the EPA executive and senior management and discussed with staff</p>

Outcome	Success measures ^a	Strategies
<p>Workplace diversity The EPA workforce reflects the diversity of the wider community</p>	<p>Net annual increase in Aboriginal and Torres Strait Islander staff employed by the EPA</p> <p>Women comprise 40% of the EPA executive by 2021</p> <p>Staff satisfaction with ability to access and use flexible work arrangements at levels above the sector average reported in the People Matter Employee Survey</p>	<p>Strengthen workforce planning capability to integrate strategies for workforce diversity including strategies about equal opportunity, employment of Aboriginal and Torres Strait Islander staff, gender equity, disability and mature age staff</p> <p>Implement the Disability Inclusion Action Plan and Aboriginal and Torres Strait Islander Employment Strategy</p> <p>Support initiatives that will contribute to achieving the Public Service Commission objective that all roles across government be flexible in some form by 2019</p> <p>Include diversity requirements in fit-outs of new premises (e.g. disability access and breastfeeding facilities)</p> <p>Participate in the CareerTrackers Indigenous Internship Program</p> <p>Support the OEH and EPA Spokeswomen's Program</p> <p>Include delivery of workplace diversity in the terms of reference for the Diversity and People Strategy and Culture committees</p>
<p>Workforce capability The EPA maintains a highly capable workforce</p>	<p>95% of EPA staff have an up-to-date performance development and feedback plan</p> <p>Authorised officers are trained and capable of fulfilling this role</p> <p>100% of new staff undertake the induction program within six months of starting work</p> <p>75% retention rate for graduates</p>	<p>Implement the <i>Government Sector Employment Act 2013</i> across the organisation</p> <p>Nominate leaders for the Public Sector Commission's NSW Leadership Academy</p> <p>Ensure role profiles and role descriptions are competency-based</p> <p>Establish a mentoring program for new managers</p> <p>Establish a graduate program to attract and retain graduates to work for the EPA</p> <p>Support the development of science specialists' expert knowledge</p> <p>Maintain a technical and operational training program</p> <p>Gain certification as a training provider for delivery of the EPA Environmental Auditor Training Course</p>
<p>Work health and safety The EPA provides a healthy and safe workplace</p>	<p>Reduction in the lost time injury frequency rate</p> <p>All branches complete their annual work health and safety assessment</p>	<p>Strive to achieve high levels of workplace health and safety practices through the implementation of the OEH and EPA Work Health and Safety Strategy and Policy, regular job safety analyses and internal policies</p> <p>Establish active work health and safety committees</p> <p>Ensure all branches complete a work health and safety assessment at least once each year</p>
<p>Innovation A formal approach and methodology, and tools and techniques for initiating and managing innovation are implemented throughout the EPA</p>	<p>15% of staff have been trained in use of the Innovation Toolkit. The Innovation Toolkit has been applied to business challenges by multiple EPA business areas</p> <p>The Toolkit has been reviewed for usability and broader application</p> <p>The EPA adopts an Innovation Strategy by mid-2019</p> <p>Above sector average results on questions related to agency innovation in the People Matter Employee Survey</p>	<p>Adopt the Innov8 Project outcomes and build on the recommendations of the report on the pilot project. Train staff in multiple EPA business areas on Toolkit use, establish a staff network to share experiences and learn about using the Toolkit and develop a broader EPA Innovation Strategy</p> <p>Identify ongoing and strategic knowledge needs and include them in the OEH knowledge management strategy</p> <p>Retain staff and corporate memory by recognising the value of employee knowledge and rewarding it</p> <p>Collect, collate and analyse information and data from a range of sources to inform innovation across the EPA</p> <p>Encourage staff at all levels to participate in initiatives and activities facilitated by AELERT (the Australasian Environmental Law Enforcement and Regulators network, a professional network for environmental regulators) to improve decision-making throughout the EPA</p>

Outcome	Success measures ^a	Strategies
Best practice governance and support services		
<p>Governance</p> <p>The EPA is fiscally responsible and delivering measurable outcomes</p>	<p>A positive report in the EPA Board's regulatory assurance statement</p> <p>Six-monthly reviews of the EPA's risk register show an improvement in the overall level of identified risk</p> <p>100% of complaints against staff investigated and finalised within six months of referral to the EPA</p> <p>Above sector average results on questions related to statements about integrity in the People Matter Employee Survey</p> <p>Financial results within 1% of approved budget</p>	<p>Ensure best practice operation of an independent and skills-based EPA Board</p> <p>Communicate the <i>EPA Code of Ethics and Conduct</i> to all staff</p> <p>Implement targeted management plans to reduce the likelihood of operational risks occurring</p> <p>Increase transparency through clear reporting on the EPA's performance and delivery of the NSW Government commitments under government reporting frameworks</p> <p>Work with the NSW Government to implement a financial transformation framework</p> <p>Maintain transparency and objectivity via an independent Finance, Audit and Risk Committee to oversee and monitor EPA governance, risk and control frameworks and its external accountability requirements</p> <p>Ensure the EPA is managed effectively, efficiently and within budget</p> <p>The EPA Board provides oversight and monitoring of the EPA and, where necessary, advises the Minister on matters relating to environmental protection</p>
<p>Legal services</p> <p>The EPA provides high-quality and practical legal and investigation advice and assistance in relation to all aspects of the EPA legislation and issues affecting EPA activities</p>	<p>Legal advices generally provided within two weeks of allocation</p> <p>EPA's legislation program managed to reflect NSW Government priorities</p> <p>All EPA litigation conducted in accordance with relevant prosecutor's or solicitor's duties</p>	<p>Deliver quality and timely legal and investigation services</p> <p>Provide full, frank and independent legal advice to ensure staff are supported in making effective strategic decisions</p> <p>Provide input to education and training delivered to EPA staff to support the development of relevant legal, investigation and law enforcement skills</p> <p>Provide timely input to staged repeal of EPA Regulations under the <i>Subordinate Legislation Act 1989</i></p>
<p>Sustainability performance</p> <p>The EPA is committed to improving sustainability performance</p>	<p>Improved performance against the targets set out in the <i>Office of Environment and Heritage and Environment Protection Authority Sustainability Strategy 2015–20</i></p>	<p>Develop a sustainability scorecard to enable clear reporting</p> <p>Report against the Government Resource Efficiency Policy requirements as part of the OEH report on an annual basis</p> <p>Improve performance in accordance with the OEH and EPA Sustainability Strategy</p>
<p>Leadership</p> <p>The EPA provides local, state and national leadership in emerging environmental issues</p>	<p>Environmental risks associated with emerging environmental issues are adequately addressed</p> <p>Leading high-performance teams program piloted with the senior management team in 2018</p>	<p>Develop environmental policies and apply controls where none exist (e.g. shipping emissions, PFAS and other emerging chemicals of concern), including providing leadership in development of the Heads of EPAs Australia and New Zealand (HEPA) PFAS draft national management plan</p> <p>Reduce the amount of plastics entering the marine environment including by phasing out the use of microbeads in cleaning and cosmetic products</p> <p>Achieve better regulatory practice through continued participation and interaction with other AELERT member agencies and through other collaborative regulatory approaches</p> <p>Deliver nationally accredited and best practice training in environmental regulation for local, state and national environmental regulators</p>

Outcome	Success measures ^a	Strategies
<p>Reporting EPA reporting and evaluation processes inform decision-making and drive continuous improvement</p>	<p>Strategic plan success measures monitored quarterly and remedies in place for difficult-to-achieve targets</p> <p>100% of branches have an up-to-date branch plan</p> <p>A new online State of the Environment system created by December 2018</p>	<p>Implement a program evaluation framework for the EPA</p> <p>Set clear directions in an up-to-date <i>EPA Strategic Plan</i> and review this plan annually</p> <p>Use reporting practices that drive performance improvement</p> <p>Ensure branch plans and individual work plans are in place and directly correlate with the EPA Strategic Plan</p> <p>Provide online and accessible information on the state of the NSW environment to inform the community, government and business on environmental issues and trends</p>
<p>Evidence-based decision-making EPA decisions are based on rigorous science and best information available</p>	<p>The EPA is viewed as a credible source of information on environmental issues</p>	<p>Ensure the EPA continues to deliver evidence-based solutions to pollution and waste, and actively seeks to promote the science</p> <p>Partner with OEH Science to develop a strong evidence base to guide strategies to improve environmental protection</p> <p>Foster an active research partnership with OEH Science, universities and non-government organisations</p> <p>Actively seek research funding from sources such as the NSW Environmental Trust</p>
<p>Support services EPA business processes are efficient and effective</p>	<p>Mobile workforce tablets used at 65%</p> <p>Prioritised and funded Information Communications Technology (ICT) projects delivered on time and on budget</p> <p>Business cases for ICT strategic projects developed and submitted to Treasury within the budget timetable</p> <p>70% of licensing and annual returns online through eConnect by the end of 2017–18 and 90% by 2019–20</p>	<p>Implement key ICT strategic initiatives including the EPA Regulatory Systems Transformation Project as identified in the EPA's ICT program for 2017–20</p> <p>Ensure ICT projects meet their agreed scope, budget and time frames</p> <p>Develop and submit business cases according to NSW Treasury guidelines for large ICT initiatives (>\$1 million) and meet the Treasury timelines</p> <p>Deliver eConnect projects to improve accessibility to EPA services</p> <p>Use smart forms on mobile tablets for inspections, prevention notices, clean-up actions and risk-based assessments. Track usage of tablets and forms monthly and provide support for field staff as needed. Provide change management and training for field staff on use of tablets and mobile smart forms</p> <p>Review the EPA's Shared Services Agreement with the NSW Government Planning and Environment Cluster</p>

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