

A decorative graphic on the right side of the page consisting of a cluster of green hexagons of varying sizes, arranged in a pattern that resembles a stylized tree or a molecular structure. The hexagons are arranged in a way that they appear to be part of a larger, continuous pattern that is partially cut off by a diagonal white line.

# Environment Protection Authority Strategic Plan 2016–2019

## ***Our Vision***

*Healthy environment, healthy community, healthy business*

## ***Our Values***

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

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**Report pollution and environmental incidents**

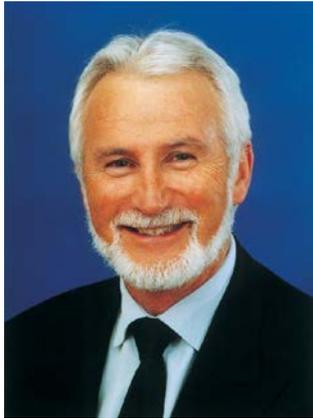
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## Message from the EPA Chair and CEO



I am pleased to share the EPA's Strategic Plan 2016–2019 with our staff, stakeholders, customers and the community of New South Wales. Our role as the primary environmental regulator for this state is important, as a healthy environment is the foundation for the wellbeing of communities and the economy. Our vision is for New South Wales to have a **healthy environment, healthy community and healthy business**.

The future environmental health of our state shapes the directions and priorities of the EPA. In setting our priorities we take into consideration key social and economic trends, environmental challenges and emerging environmental risks, including climate change, faced by New South Wales.

We have considered the findings of the NSW EPA's State of the Environment Report (2015) and NSW Government's Intergenerational Report (2016) indicating a shift from more resource intensive industries towards a more service-based economy, and leading to increased focus and pressures on urban centres. New South Wales is facing significant challenges from population growth and the associated demand for infrastructure, water and energy, increased waste generation and more intensive agriculture. Our aim is to **maintain and enhance the liveability of New South Wales by preventing harm to the environment and human health**.

### The EPA's priorities for 2016–2019

- **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.
- **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.
- **Minimise the impact of hazardous substances in our environment.** Ensure polluters pay to clean up the environment. Decrease the backlog of contaminated site assessments and address emerging environmental issues such as microplastics in the marine environment.
- **Reduce litter.** A new container deposit scheme will be operational by July 2017 and other initiatives will be introduced to reduce the volume of litter by 40% by 2020.
- **Manage NSW's waste.** Halt the growth in per capita waste generation and divert more waste from landfill by increasing the level of recycling.
- **Maintain key native forest values, including threatened species.** Oversee modern, effective and transparent regulation of native forestry operations on public and private land.
- **Enhance community confidence about environmental protection.** Continually improve and innovate the environmental regulatory framework and make decisions supported by scientific evidence.

Barry Buffier AM  
Chair and CEO  
Environment Protection Authority

## The EPA's purpose

The Environment Protection Authority (EPA) is the primary environmental regulator for New South Wales. We work with business, government and the community to reduce pollution and waste in order to mitigate adverse impacts to the environment.

The EPA's objectives under the *Protection of the Environment Administration Act 1991* include to protect, restore and enhance the quality of the environment in New South Wales, having regard to the need to maintain ecologically sustainable development, reduce the risks to human health and prevent the degradation of the environment.

## 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.



## NSW Government objectives

The NSW Government has set its top priorities in [NSW: Making it Happen](#). The EPA has direct accountability for one of the Premier's twelve priorities – *Keeping our environment clean*, and also contributes to other state priorities such as *Improving government services*, *Driving public sector diversity* and *Better government digital services*.

## 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 environmental and human health 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:

- water, air, land and local communities 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 and there is a reduction in the amount of waste dumped illegally.

## The EPA's outcomes and measures for 2016–2019

We have adopted a number of strategies to achieve outcomes under each of our key result areas. We also regularly monitor success measures to indicate whether our key result areas have been achieved.

### 1. Improved environmental and human health protection

We regulate to prevent or minimise emissions and pollutants to the environment and community from licensed premises and activities. 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 <sup>a</sup>	Strategies
<b>Regulation</b>		
<b>Preventative duty</b> Future environmental risks and legacies are prevented from occurring	A legislative change proposal regarding prevention of environmental harm is developed by September 2017	Seek Government approval to develop and consult on a proposal to insert an explicit and enforceable duty to prevent harm to the environment into the <i>Protection of the Environment Operations Act 1997</i> Amend the <i>Protection of the Environment Operations Act 1997</i> as an initial step towards having a general enforceable duty to prevent environmental harm in all EPA administered legislation
<b>Regulatory risk</b> The EPA targets its regulatory effort to the highest risk premises	100% of licences are risk assessed in the risk-based licensing framework 100% of high risk licences are visited twice a year (achieving inspection targets)	More efficiently allocate regulatory resources by varying environment protection licences (EPLs) for low risk premises to remove monitoring and reporting conditions (where appropriate) Evaluate the risk-based licensing system to ensure it incentivises licensees to improve environmental performance Review the load-based licensing framework to ensure economic incentives are effective for reducing emissions and discharges 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
<b>Compliance</b> High levels of regulatory compliance are maintained	At least 99% of licence conditions complied with Annual reduction in the number of licensees that report non-compliance	Implement Risk-Based Regulation Strategy 2016–2019 Take effective regulatory action to identify and address non-compliances using the appropriate regulatory tools, including campaigns, operational reviews, education and awareness programs, warning letters, statutory notices, enforceable undertakings and prosecutions Ensure non-licensed activities for which we are the appropriate regulatory authority have good environmental performance Targeted compliance programs such as motor vehicle compliance activities
<b>Enforcement</b> Prosecution action reflects the seriousness of the non-compliance and leads to improved compliance, redresses harm and acts as a deterrent to re-offending	A prosecution success rate that accounts for strategic court action where appropriate	Consider the seriousness of the offence, potential or actual risk to the environment or human health, the compliance tools available and whether an escalated response is needed when deciding to prosecute Bring prosecutions in accordance with the <i>EPA Prosecution Guidelines, Guideline on Timely Investigations with a view to Prosecution</i> and other relevant policy and guidance material

Outcome	Success measures <sup>a</sup>	Strategies
<b>Air</b>		
<p><b>Air quality</b></p> <p>Air quality is protected from harmful emissions and the effects of pollution</p>	<p>Improvement in air quality in NSW as measured by the Office of Environment and Heritage (OEH)</p> <p>Total load under the load-based licensing scheme is reduced</p>	<p>Prepare and publish a NSW Clean Air Plan with strategies for reducing air pollution from 2016–2026</p> <p>Develop programs that focus on sources that have significant local or regional impacts (e.g. locomotives, ships and heavy industry)</p> <p>Work with cruise ships to reduce their emissions</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 Plan for NSW</p> <p>Implement the Vapour Recovery Program at petrol service stations in the Greater Sydney Metropolitan Area, Wollongong and Newcastle</p>
<b>Water</b>		
<p><b>Water</b></p> <p>Water quality is protected from harmful discharges</p> <p>Apply a risk-based decision framework for considering waterway health outcomes in strategic planning</p>	<p>90% of coastal and estuarine beaches are classified as having 'very good' or 'good' recreational water quality (as measured by OEH Beachwatch)</p> <p><a href="#">Risk-based framework used to develop water quality objectives for South Creek catchments</a></p>	<p>Work with other relevant agencies to make the Parramatta River swimmable by 2025 and 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 NSW</p> <p>Focus on:</p> <ul style="list-style-type: none"> <li>• nutrient loads on inland waters such as the Hawkesbury–Nepean river system from Goulburn to Pittwater</li> <li>• mining salinity and estuarine contaminants in the Hunter River</li> <li>• coal and gas impacts on groundwater</li> </ul> <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. Develop point source industry and EPL systems requirements</p> <p>Update diffuse source guidance</p> <p>Apply a risk-based framework for considering waterway health in strategic planning</p>
<b>Land</b>		
<p><b>Hazardous substances</b></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 is 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). 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 1 January 2019 deadline</p> <p>New regime implemented by 2019, so that all dangerous goods tanks are re-certified every 5 years</p> <p>Undertake inspections of facilities storing dangerous goods in tanks</p>

Outcome	Success measures <sup>a</sup>	Strategies
<p><b>Contaminated sites</b></p> <p>All declared contaminated sites have clear outcomes and milestones established for site clean-up</p>	<p>Backlog of unassessed contaminated sites removed by end of 2017</p> <p>95% of new contaminated land sites assessed and prioritised within 4 months of notification where sufficient information is available</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 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>Apply cost recovery so that the responsible party contributes to the EPA's costs to regulate sites</p> <p>Investigate sea level rise implications for contaminated site remediation approaches</p> <p>Implement NSW site auditor scheme including the recovery of costs to implement the scheme</p>
<p><b>Forestry operations</b></p> <p>Key forest values are maintained throughout native forestry operations on public and private land</p>	<p>A fit for purpose regulatory framework for native forestry on both public and private lands is in place by 2019</p> <p>95% of high risk native forestry operations have been 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 Review Panel to review the regulatory arrangements for timber harvesting in NSW</p> <p>Complete a comprehensive remake of the coastal Integrated Forestry Operations Approvals and commence reviews of the Private Native Forestry Code 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><b>Resources including mining and gas</b></p> <p>All mining and gas activities are conducted in accordance with the conditions of approval and EPL conditions so that impacts on the environment and human health are minimised</p>	<p>By 2019, 100% of gas sites bought back by the Government under the NSW Gas Plan are rehabilitated and their compliance confirmed</p> <p>Delivery of environmental audit of dams and ponds</p>	<p>Lead the regulation of gas activities in NSW including compliance and enforcement of the conditions of approval and EPL conditions for gas activities in NSW, under the NSW Gas Plan</p> <p>Work with other agencies to standardise a regulatory framework so all conditions are reasonable, practical and measurable</p> <p>Deliver projects under the Air Strategy</p> <p>Undertake environmental audit of mine dams and ponds</p>
<b>Liveability</b>		
<p><b>Liveability issues</b></p> <p>Minimise impact on the community of infrastructure provision and industrial activities</p>	<p>Fewer major incidents of offensive odour and noise</p>	<p>Implement regulatory changes for rail 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>

<sup>a</sup> Blue text indicates success measures that have set time frames for delivery.

## 2. Innovative waste management

We introduce policies and implement programs that reduce waste, increase recycling and improve behaviour (around 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 <sup>a</sup>	Strategies
<b>Reduce waste</b> Waste generation reduced	Zero growth in per capita waste generation by 2021–22	Use economic and technological approaches such as the waste levy to provide an incentive for waste generators to avoid or reduce their waste 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 Implement the Changing Behaviour Together: NSW <i>Waste Less, Recycle More</i> Education Strategy
<b>Recycle more</b> Recycling 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	Stimulate additional investment in new or enhanced waste and recycling infrastructure as part of the <i>Waste Less, Recycle More</i> initiative Facilitate development of markets for recycled materials and encourage innovation in recycling technology Develop and consult on the NSW Waste and Resource Recovery Infrastructure Needs Program
<b>Waste diverted</b> More waste diverted from landfill	Waste diverted from landfill increases 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 waste regulation including new licensing thresholds, improving recycling performance, waste tracking and waste levy requirements
<b>Problem waste</b> Problem wastes managed better	Improvement in the availability of problem waste collection services Increase the amount of problem waste collected for 80% of NSW households by 2021–22, compared with 2012–13	Assist 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 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
<b>Litter</b> Litter reduced	Number of littered items reduced by 40% per 1000 square metres by 2020 <a href="#">Container deposit scheme implemented by 1 July 2017</a>	Support enforcement activity against litterers by increasing the number of trained state and local government officers with powers to enforce litter regulations Identify and clean up litter hot spots and encourage the installation of public space infrastructure and appropriate signage to reduce littering behaviour Address impact of single use plastic shopping bags and microplastics in personal care and cleaning products Develop and consult on the NSW Litter Prevention Strategy Continue to work with the Australian Government, other jurisdictions and key stakeholders to develop an improved national litter methodology
<b>Illegal dumping</b> Illegal dumping reduced	A baseline for illegal dumping established by 2016–17 and reduced levels thereafter	Undertake strong waste compliance and enforcement to detect, investigate and prosecute illegal dumping and avoidance of the waste levy Establish strong and collaborative partnerships between the NSW Government, local councils, Regional Illegal Dumping Squads, industry and the community to increase opportunities for people to look after their own environment and discourage illegal dumping Develop and consult on the NSW Illegal Dumping Strategy

<sup>a</sup> Blue text indicates success measures that have set time frames for delivery.

### 3. Effective management of environmental incidents

The EPA undertakes 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
<p><b>Planning for incidents</b></p> <p>Licensees are prepared for environmental incidents and activate plans when an incident occurs</p>	<p>Pollution Incident Response Management Plans (PIRMP) are activated at 100% of incidents occurring at licensed premises and where emergency services attended</p>	<p>Ensure all businesses holding EPLs have an up-to-date PIRMP for their premises, which has been tested at the required frequency and has been implemented in event of any pollution incident</p> <p>Assist business to prepare for and prevent environmental incidents from occurring through education and guidance</p>
<p><b>Preparation</b></p> <p>Seamless collaboration with emergency services and partner agencies</p>	<p>100% of recommendations from debriefs of incidents attended have been adopted or acted on (within 6 months)</p>	<p>Leverage national expertise and harmonise approaches to incident management through active participation with the other jurisdictions in environmental incident preparedness</p> <p>Maintain a comprehensive training program and emergency management procedures</p> <p>Provide advice on the management and disposal of contaminated and hazardous wastes</p>
<p><b>Response</b></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 (100% 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>Coordinate recovery and clean-up operations where the recovery operations are directed primarily to environment protection and site remediation</p> <p>Provide timely community notifications of incidents and emergencies that may impact upon the environment</p>
<p><b>Recovery</b></p> <p>Industry pays for the remediation and clean-up costs of licensed premises</p>	<p>90% of high risk licensed premises 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>Legislative/regulatory reforms to support liability framework and targeted improvements to laws to improve functionality</p>

## 4. Sound strategic and planning advice

As an independent statutory authority, we develop and inform environmental programs and policies to prevent harm to the environment and human health 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 <sup>a</sup>	Strategies
<p><b>Influencing improved strategic planning outcomes</b></p> <p>Strategic planning is influenced and cumulative and diffuse source pollution is addressed through a Protection of the Environment Policy (PEP)</p>	<p>A draft PEP is developed and consultation has occurred by the second quarter of 2017</p>	<p>Explore how best to use PEPs to influence the strategic improvement of priority issues, via the planning system, e.g. the development of a PEP that may require planning consent authorities to consider implementing and/or requiring specific actions that would help to reduce emissions of fine particles (PM<sub>2.5</sub>) from diffuse sources</p> <p>Planning consent authorities to implement additional measures to help NSW address the environmental impacts of concern (e.g. emissions of fine particles discharged to the environment from diffuse sources)</p>
<p><b>Information provision</b></p> <p>Information is provided to decision-makers enabling all relevant environmental impacts to be considered in:</p> <ul style="list-style-type: none"> <li>• approving developments</li> <li>• the making of strategic plans or policies</li> </ul>	<p>EPA provides a response to every strategic planning matter</p> <p>100% of development approvals for major infrastructure, where EPLs 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>Strategic planning for Sydney incorporates better air quality and sensitive urban water design</p> <p>Influence industrial redevelopment proposals to adequately address legacy issues such as odour, hazardous materials 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>Promote economic tools for upfront planning assessments</p>
<p><b>Timeliness</b></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>

<sup>a</sup> Blue text indicates success measures that have set time frames for delivery.

## 5. Effective communication and stakeholder engagement

We provide information, education and support to the community to help inform decisions that could impact on the environment and improve 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 <sup>a</sup>	Strategies
<p><b>Inform</b></p> <p>Stakeholders have a clear understanding of the EPA's role and how they can contribute to a shared responsibility of 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 reports of littering from vehicles increased by 60%</p>	<p>Make reliable, accurate and timely information available to all EPA stakeholders through a wide range of communication channels</p> <p>Improve EPA digital channels (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 <i>Engaging with the Environment Protection Authority</i></p> <p>Continue to implement education and community awareness programs to change social norms around waste avoidance, recycling, littering and illegal dumping including <i>Connected Communities Program for Gas Plan, Love Food Hate Waste</i> and the <i>Household Chemical Program</i></p> <p>Enhance and promote the EPA and its programs, through appropriate spokespeople and an increased digital presence</p>
<p><b>Consult/ Involve</b></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>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 business around 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 environmental protection and waste avoidance by undertaking surveys including the EPA Community Attitudes to Waste and Recycling Survey</p>
<p><b>Community and stakeholder attitudes</b></p> <p>The community and stakeholders are satisfied with the EPA</p>	<p>The community is satisfied with environmental protection in NSW (stakeholder survey)</p> <p>Increased overall satisfaction in the levels of consultation by the EPA (stakeholder survey)</p> <p>The community has confidence in the EPA response to incidents</p>	<p>Continue to review the EPA's emergency response protocol to ensure that it reflects appropriate communication activities to affected stakeholders in the event of an incident</p> <p>Survey stakeholders on a two yearly basis to measure the EPA's performance in engagement and respond to issues raised</p>
<p><b>Customer service</b></p> <p>Timely, accurate and consistent responses to customers</p>	<p>Response times met for 90% of correspondence and public queries</p> <p>100% of calls to the EPA via the Environment Line or reporting apps are responded to or appropriate action taken</p>	<p>Implement the EPA's Customer Service Improvement Plan 2016–18</p>

<sup>a</sup> Blue text indicates success measures that have set time frames for delivery.

## 6. Exemplary and innovative organisation

We deliver best practice corporate governance, leading staff development and enviable career opportunities. We apply the Public Sector Commission's steps to high performance including workforce capability and diversity, employee engagement, customer focus, leadership strength, culture and behaviours, productivity and innovation (*The State of the NSW Public Sector*, Public Sector Commission, 2015).

Outcome	Success measures <sup>a</sup>	Strategies
<b>High performing workforce</b>		
<p><b>Employee engagement</b></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' are at levels above the sector average reported in the NSW People Matter Employee Survey</p>	<p>Encourage staff to participate in the People Matter Employee Survey and act on the results to improve programs for staff</p> <p>All staff are given the opportunity to help improve the performance of the EPA</p>
<p><b>Workplace diversity</b></p> <p>A workforce that reflects the diversity of the wider community</p>	<p>Net increase per annum in Aboriginal and Torres Strait Islander staff at EPA</p> <p>Women comprise 40% of the executive in EPA by 2021</p>	<p>Strengthen workforce planning capability to integrate workforce diversity strategies including equal opportunity, Aboriginal and Torres Strait Islander Workforce, Gender Equity Plan, disability, mature workers, and flexible working</p> <p>Implement the Disability Inclusion Action Plan and Aboriginal and Torres Strait Islander Employment Strategy</p> <p>Include diversity requirements in fit-outs of new premises (e.g. disability access and breastfeeding facilities)</p> <p>Participate in CareerTrackers: Indigenous Internship Program</p> <p>EPA involvement in supporting the Environment and Heritage <i>Spokeswomen's Program</i></p>
<p><b>Workforce capability</b></p> <p>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>Role-based training at the relevant level is current for 100% of compliance staff</p> <p>100% of new staff undertake the induction program within 6 months of commencing</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 position descriptions are competency-based</p> <p>Establish a mentoring program for new managers</p> <p>Establish a graduate program</p> <p>Support the development of science specialists' expert knowledge</p>
<p><b>Work health and safety</b></p> <p>EPA provides a healthy and safe workplace</p>	<p>Reduction in the lost time injury frequency rate</p>	<p>Strive to achieve high levels of workplace health and safety practices through the implementation of the Workplace Health and Safety Strategy and Policy, regular job safety analyses and internal policies</p> <p>Establish active workplace health and safety committees</p>
<p><b>Innovation</b></p> <p>A formal approach, methodology, tools and techniques for initiating and managing innovation in the EPA is implemented throughout the organisation</p>	<p><a href="#">The Innovation Toolkit is piloted in at least one EPA business area, with outcomes determined and assessed for broader application</a></p> <p>Achieve above sector average on questions related to agency Innovation in the People Matter Employee Survey</p>	<p>Adopt the Innov8 Project outcomes, identify at least one EPA business area to undertake a trial of the Innovation Toolkit by the end of 2016 and develop a communications plan for staff by September 2016</p> <p>Identify ongoing and strategic knowledge needs and include in the relevant OEH Knowledge Strategy theme</p> <p>Establish an Intelligence and Analysis Unit to collect, collate and analyse information and its use within the EPA</p> <p>Retain staff and corporate memory by recognising the value of employee knowledge and rewarding it</p> <p>Encourage staff at all levels across the organisation to collaborate and exchange information and contribute to decision-making throughout the organisation (based on AELERT)</p>

Outcome	Success measures <sup>a</sup>	Strategies
<b>Best practice governance and support services</b>		
<p><b>Governance</b></p> <p>Fiscally responsible and delivering measureable outcomes</p>	<p>A positive report in the 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 are investigated/finalised within 6 months of referral to the EPA</p> <p>Above sector average achieved on questions related to statements about integrity in the People Matter Employee Survey</p> <p>Ranking in accordance with the new NSW Treasury financial transformation framework</p>	<p>Ensure best practice operation of an independent and skills-based board</p> <p>Code of conduct and ethics communicated 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 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><b>Sustainability performance</b></p> <p>Commitment to improving sustainability performance</p>	<p>Improved performance against the targets set out within the EPA/OEH Sustainability Strategy 2015–2020 with achievement of objectives/ deliverables</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 EPA/OEH Sustainability Strategy 2015–2020</p>
<p><b>Leadership</b></p> <p>Provide local, state and national leadership in emerging environmental issues</p>	<p>Environmental risks associated with emerging environmental issues are adequately addressed</p>	<p>Develop environmental policies and apply controls where none exist (e.g. shipping emissions, PFOS and other chemicals of concern)</p> <p>Address the issue of plastics (including microbeads) in the marine environment</p> <p>Achieve better regulatory practice through continued participation and interaction with other member agencies of the Australasian Environmental Law Enforcement and Regulators Network and through other collaborative regulatory approaches</p>
<p><b>Reporting</b></p> <p>Reporting and evaluation processes that inform decision-making and drive continuous improvement</p>	<p>Overall improvement in ratings reported against the NSW Government Quality Regulatory Services Initiative</p> <p>100% of branches have an up-to-date branch plan</p>	<p>Implement a program evaluation framework for the EPA</p> <p>Ensure the EPA Strategic Plan sets a clear direction and is reviewed 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 to the agency's Strategic Plan</p> <p>Publish a State of the Environment system online by December 2018</p>
<p><b>Evidence-based decision-making</b></p> <p>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>Develop a strong evidence base to guide strategies to improve environmental protection</p> <p>Foster an active partnership with OEH Science</p>

Outcome	Success measures <sup>a</sup>	Strategies
<p><b>Support services</b> Efficient and effective business processes</p>	<p>Mobile workforce tablets available to 100% of operational staff Prioritised and funded ICT projects are delivered on time and on budget Business cases for unfunded ICT projects are approved</p>	<p>Roll out the ICT Strategy Release a new staff intranet to improve internal communications Make data available through the environmental data portal</p>

<sup>a</sup> Blue text indicates success measures that have set time frames for delivery.