AR/NSWEPA CD/02



ENVIRONMENT PROTECTION AUTHORITY

# CORPORATE DIRECTIONS 2001-2002



#### ENVIRONMENT PROTECTION AUTHORITY

# **OUR VISION**

A NSW where the community – people, their governments, businesses and organisations – values, protects and improves the environment for present and future generations

# **OUR MISSION**

Guiding the community to achieve and maintain a healthy environment in a productive NSW

# **OUR VALUES**

Integrity - We are fair and honest in all our interactions.

**Transparency** – We respect the community's right to know, as well as the needs of all of us within the EPA, to understand the processes and reasons behind decisions and actions.

**Respect** – We treat our work colleagues and the community with respect. We listen to others, knowing that the EPA's effectiveness depends on the contribution of all its people and the community.

**Professionalism** – We seek the best available information and efficiently undertake thorough analysis on which to base our decisions and provide timely, objective advice.

**Creativity** – We encourage innovation, continuous improvement and learning.

# **OUR SPHERES OF INFLUENCE**

Environment protection is complex: it spans a wide range of interconnected issues involving many stakeholders. In dealing with the numerous environmental concerns in NSW, the EPA operates in various 'spheres of influence', depending on where the responsibility for managing any particular issue lies. Thus we may have **direct** responsibility for some matters, while in other cases our role may be to **influence** others or to simply **encourage** them. We recognise today that, for most of our priorities, a combination of two or three of these approaches will be necessary to ensure we deliver the environmental outcomes we are seeking.

# **SHAPING OUR FUTURE**



I am pleased to present our new *Corporate Directions* statement. As we are mid-way through our current Corporate Plan, this statement gives us an opportunity to reaffirm and update our priorities for 2001–2002.

We are working in a time of continuing change and the issues we face are becoming more complex. *State of the Environment 2000* tells us that while we are making inroads in a number of environmental areas, achieving sustainable development and growth will present new challenges.

Our future success lies in finding innovative ways to achieve our desired environmental outcomes in a collaborative, timely and cost-effective manner. We need to find new ways of turning business innovation toward environment protection and reducing risks to public health. We also need to tackle efficiently and effectively the next generation of environmental problems, such as diffuse source pollution, while retaining our credibility as a strong environmental regulator.

Our ability to do this will rely increasingly on our success in forming and maintaining strategic alliances with a wide range of agencies, organisations and the community. In this context, the third *Who Cares about the Environment?* 2000 survey showed that NSW residents still really care about the environment and want to be involved in protecting it.

I am very positive about our future. We want the EPA to be a performance-based, information-rich, innovative, ethical and accountable organisation.

We also want to be an organisation that provides an environment that attracts and retains staff, produces positive outcomes and fosters a healthy work–life balance.

The strategic directions contained in this document will help focus the organisation during the next year. *Corporate Directions 2001–2002* gives us all a guide to the current work of the EPA, not just in our own areas, but across the whole organisation. In this way, we will be better informed to act jointly to improve the environment. Together we can be a 'can do' organisation, developing innovative ways of achieving the desired environmental and organisational outcomes.

Lisa Corbyn

Director General

June 2001



ACCN: 20030117

**CORPORATE GOAL** 

**ENVIRONMENT PROTECTION AUTHORITY** 

**Improve the state** of the environment in NSW **CORPORATE GOAL** 

Support an environmentally responsible community

**CORPORATE GOAL** 

**Continually improve the EPA's** organisational performance

# Air & noise

Reduce emissions to air, and minimise their impacts and those of urban noise on the community

# **Our Operating Context**

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- Growth in motor vehicle use could challenge long-term air quality improvements.
- ▶ The community remains concerned about the potential health impact of air toxics, although ambient levels are low.
- Domestic sources, e.g. wood heaters, still contribute to air pollution across rural and metropolitan regions.
- Urban noise levels from transport construction and neighbourhood sources are increasing.
- Noise problems from land-use conflicts are increasing, e.g. rail movements in urban areas.

# Waters & catchments

Improve the health and sustainability of NSW waterways

# **Our Operating Context**

- ▶ River flows are already improving following water reforms, but nearly 50% of rivers in highly urbanised catchments are stressed and 25% of unregulated coastal rivers are highly stressed.
- Soil and water salinity are currently major issues of concern in NSW, especially in the Murray-Darling Basin.
- Beach water quality has improved significantly over the last decade.
- Water quality continues to be threatened by stormwater, acid sulfate soils and diffuse water pollution.
- New issues are emerging in the management of effluent reuse and environmental flows.

# Hazardous substances

Minimise the adverse impacts of chemicals and hazardous substances on the environment ensure environmentally sound and public health

# **Our Operating Context**

- ▶ Chemical contamination of agricultural produce in Australia is very low.
- New issues related to chemicals and their potential environmental and public health impacts will continue to emerge.
- Key challenges include improving our scientific understanding of the toxicity of chemicals and their impact on the environment, and ensuring that public debates are well informed.

# Waste

Minimise the overall waste produced by society and management of waste

# **Our Operating Context**

- In 1999, total waste disposed of in NSW was 4.1 million tonnes: 40% was from the commercial and industrial sectors, 26% from the construction and demolition sector, and 34% from municipal
- The community embraces recycling, but many sectors appear unsure about how to avoid waste generation
- Industry has been slow to take responsibility for the waste associated with its products and adopt best practice waste

# **Supporting the** community

Empower the wider community Achieve a high level of to protect the environment

# **Our Operating Context**

- The environment is among the top six concerns for the NSW community and 88% say they are concerned about it.
- ▶ Community demand for participation in government decision-making and electronic access to environmental information is increasing.
- Corporate sector public reporting of environmental performance is improving, and sustainability reporting is being progressed by industry and government.
- ▶ The NSW Government is reemphasising electronic service

# Environmental compliance

compliance with statutory requirements and further environmental gains through cost-effective means

# **Our Operating Context**

- ▶ The POEO Act provides us with broad tools to improve environmental performance. The transitional phase will be completed in 2002, with simplification of waste regulation the next phase.
- Key challenges include encouraging wider adoption of cleaner production approaches by industry and linking compliance strategies with environmental priorities.
- ▶ The proposed reform of land-use planning provides opportunities to reduce land-use conflicts.

# **Organisational** performance

Continually improve the efficiency and effectiveness of the EPA

# **Our Operating Context**

- ▶ NSW Treasury is implementing a new financial management framework with closer links between agency resources and outcomes.
- ▶ The NSW Government remains committed to agencies adopting best practice management across a range of areas.
- Agency discretionary budgets will remain tight.

**Organisational performance** 

Improve internal client service

delivery, partnerships and the

reviewing the EPA's strategic

implementing a strengthened

framework for organisational

performance measurement and

developing workforce planning

vacancy rates, skills audits

• promoting the EPA's role in

and employment initiatives

Technology Strategic Plan.

Information Management and

developing an EPA-wide

This year EPA staff will be

• improving their access to

administrative, financial and

human resource information

an expanded trainee scheme

training and other initiatives to

strengthen the EPA's own

environmental performance,

occupational health and safety

awareness and ethics standards.

program for senior managers and

through new IT solutions

▶ implementing a leadership

supported by:

initiatives, e.g. management of job

Aboriginal reconciliation through

cross-cultural awareness training

positioning and resource

allocation process

reporting

efficiency of business processes

# Pursue Action for Air as our key policy framework by:

- promoting national strategies for cleaner cars and fuels
- facilitating NSW strategies that promote integration of public transport and land-use planning, and control of emissions from petrol and diesel vehicles
- improving licences and regulations to control air emissions
- contributing to the National **Environment Protection Measures**

on air toxics and diesel emissions

providing strong science to underpin Action for Air (an air emissions inventory, interregional pollutant transport research and a three-year air toxics study).

# This year new approaches will be developed through:

- supporting the Environmental Trust's Clean Air Fund to work to control local emissions and reduce emissions from solid-fuel home
- enhancing public reporting of air quality data and smoky motor vehicles via the Internet
- completing the first statutory audits of electricity retailers' greenhouse gas reduction
- implementing the Odour Policy.

# Noise

# Progress policies and regulatory approaches to manage noise impacts through:

- implementing policies to better manage industrial and road traffic
- promoting a neighbourhood noise guide for councils
- contributing to a national review of noise emission standards for

motor vehicles

contributing to a national review on the linkages between noise and human health

# This year new approaches will be developed through:

- policies for rail noise and
- a noise monitoring protocol for industry.

# Water

# **Build on the Government's Water** Reform agenda by:

- participating actively on Catchment Management Boards and Water Management Committees to promote improved stewardship of natural resources
- contributing to the NSW and Murray-Darling Basin Salinity Strategies
- developing coastal water quality objectives and contributing to the national review of recreational water quality guidelines
- reducing the impacts of sewage and stormwater pollution through policy development and tighter regulation and licensing
- providing strong science to underpin the water reform package (diffuse sources and Murray irrigation projects, and other water quality research).

# This year new approaches will be developed through:

- delivering on the EPA's Diffuse Source Water Pollution Major
- promoting the use of economic instruments, such as emissions trading schemes (e.g. in the Hunter River) and offset schemes (e.g. in the Sydney drinking water catchment)
- developing a whole-ofgovernment policy on the management and reuse of sewage in NSW coordinating the review of self-
- sustaining funding options for the Urban Stormwater Program developing the State Water
- Monitoring Strategy with new protocols and broad public consultation on the monitoring framework.

# **Hazardous substances**

# Implement a program-wide policy Implement a program-wide policy Implement programs which framework by:

- maintaining an ongoing community education program and strategic enforcement of the Pesticides Act
- implementing the contaminated sites land management framework, focusing on site clean-
- scoping possible new directions for the EPA's chemicals management framework > contributing to the update of

national dangerous goods

legislation providing strong science to underpin new legislation and keeping a watching brief on emerging issues related to toxic chemicals (e.g. persistent and bioaccumulative chemicals and

# This year new approaches will be developed through:

endocrine disruptors).

- finalising and implementing new regulations on record-keeping and training requirements for pesticide
- facilitating development of industry codes of practice for pesticide use
- setting up the 'innocent owners' contaminated sites grant scheme ▶ reviewing the Radiation Control
- Act and its regulations (following the National Competition review), the Environmentally Hazardous Chemicals Act and the Unhealthy Building Land Act.

# Waste

# framework by:

- emphasising waste avoidance and minimisation, and resource conservation
- implementing Government decisions following the Waste Act review pursuing the reform blueprint
- Management Technologies and **Practices Inquiry**  working with councils to reduce litter and illegal waste dumping through strong enforcement and

from the Alternative Waste

education campaigns taking a lead role in the Government's Waste Reduction

and Purchasing Policy

 continued administration of waste reduction grants.

# This year new approaches will be developed through:

 supporting reform of waste legislation • improving waste data collection,

analysis and reporting

- facilitating a whole-of-government policy to address the use of waste as fuels and promote recycling in public places
- promoting extended producer responsibility and cleaner production initiatives.

# **Supporting the community**

# advise, educate and inform the community by:

- improving community access to information through the Internet and e-commerce service delivery. electronic public registers and the NSW State of the Environment
- developing partnership projects with the community, industry and local councils to promote environment protection
- innovative use of the **Environmental Trust Grants**
- promoting broad-based environmental education programs, including servicing the NSW Council on Environmental Education.

# This year new approaches will be promotes innovation by: developed through:

- delivering the first year of the community-based environmental education campaign, Our Environment - It's a Living
- Thing • finalising the NSW Council on Environmental Education's threeyear plan
- establishing live data links for SoE 2000 on-line to enable regular updates and addressing SoE knowledge gaps with the scientific community
- implementing the EPA's Aboriginal Affairs Priority Statement
- implementing the Electronic Service Delivery Major Project
- finalising redesign of the EPA website.

# gets the best value from our current compliance tools by:

regulatory framework that -

- principles and training for staff upgrading licences through model
- review of monitoring conditions strengthening compliance auditing in targeted areas

• ensuring enforcement activities

- and resulting prosecutions are ned with our environmental
- improving protocols for environmental monitoring

- exploring further use of economic instruments, e.g. load-based licensing stage 2 and pollution
- exploring cost-effective alternatives to licensing, e.g. generic regulations and cleaner
- pursuing a cross-media policy approach to cumulative impacts

# This year the EPA will focus on improving the regulation of larger industry and promoting

- completing and reviewing the first round of licence reviews to improve the consistency and
- on-line provision of information through the Public Register of licensing, annual returns, etc. • implementing stage 1 of load-

based licensing, including setting

# the regulation of smaller industry and promote compliance by:

• implementing a new Industry Partnerships Program for cleaner production projects.

# WE ARE COMMITTED TO OUR VISION, MISSION AND VALUES



Director General



Assistant Director General (Operations)

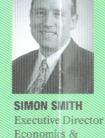








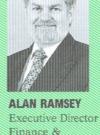








Education & Community Finance &

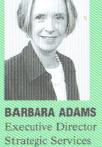








**Executive Director** Sydney Region



Integrity Transparency Respect Professionalism Creativity

# **Environmental compliance** Implement an integrated

# developing a clear set of operating

- licences, licence reviews and
- priorities
- continuing review and upgrade of

# data systems such as ISEMS.

- offsets
- production
- > promoting public environmental reporting and the use by the financial sector of environmental investment criteria.

# compliance by:

enforceability of licences electronic service delivery and

# annual load emission limits. The EPA will also work to improve

 ongoing support for local government in its responsibilities under the POEO Act and other environmental legislation

# **OUR ORGANISATION STRUCTURE**

#### Assistant **Director General** (Operations

#### **Regulation & Audit**

- Regulation
- Compliance Audit
- Transport & Hazardous Materials

#### **Executive Director Sydney Region**

- Sydney Planning
- Sydney Catchments
- Sydney Industry
- Sydney Local Government
- Sydney Coordination

# Western Regions

- Northern **Tablelands**
- Southern **Tablelands**
- **Central West**
- South West

# **Coastal Regions**

- Hunter
- North Coast
- South Coast

#### **Assistant Director** General (Water & Air)

#### Waters & **Catchments**

- Policy Advice Technical Advice
  - Forestry

# **Air Policy**

- **Mobile Sources**
- Ambient Air
- Air Strategies
- Air Assessments

# **Noise Policy**

- Noise Assessments
- **Noise Strategies**

#### **Contaminated Sites**

- **Policy Development**
- Regulation
- **Auditor Scheme**

# **Assistant Director General** (Chemicals & Waste)

# **Chemicals Policy**

- Chemicals
- Pesticides

# **Waste Policy**

- **Technical Advisory Waste Programs**
- Policy

# **Sydney Waste**

# **Waste Levy**

**Hazardous Waste** Regulation

# **Waste Audit**

# **Radiation Policy** Radiation

Operations

**Executive Director** 

Environmental

Atmospheric

Air Quality

Monitoring

Air Quality

Research

Air Toxics

Water Science

Catchments

Coastal

**Coastal Waters** 

Inland Catchments

Radiation Control

Science

Science

# **Ecotoxicology**

#### **Environmental** Information & **Statistics**

#### Science Management

# **Environmental** Chemistry

- Inorganic Chemistry
- **Organic Chemistry**
- **Quality Systems**

#### **Director General**

#### **Executive Director Economics & Environmental** Reporting

#### **Economics**

# **Environmental** Reporting

#### Regulatory Innovation

# **Executive Director** Education & Community **Programs**

#### Industry & Community Education

- Community Education
- Cleaner Industries
- **Environmental Trust** Administration

# Information & **Customer Services**

- Pollution Line
- Publishina
- Web
- Library

#### Public **Communications**

#### **Beachwatch**

#### **Executive Director** Finance & Administration

#### Human Resources

- Recruitment & Personnel
- **Employee Relations** & Conditions
- Staff Performance & Development
- Organisation Structures & Establishment

#### Information Technology

- Applications & Support
- Computer Operations

# **Corporate Services**

- Central Administrative Services
- **Facilities** Management

# Finance

#### **Executive Director** Strategic Services

# Litigation

Special Investigations

**Executive Director** 

Legal Services

Principal Legal Officers

# Ministerial & **Executive Support**

- Ministerial Support
- Services

# **Policy Services**

- Strategic Policy Stakeholder
- Analysis Intergovernmental Relations

#### Corporate Planning & Performance