



2013 Environment  
Protection  
Authority  
**Round-table**  
CONFERENCE

## **EPA Board Round-table 2013 summary report**

**Environmental pressures/challenges**

**Partnerships and engagement**

## **EPA Board Round-table 2013 summary report**

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# Abbreviations

<b>(The) Act</b>	<i>Environment Protection Act 1993</i>
<b>AELERT</b>	Australian Environment Law Enforcement and Regulators neTwork
<b>CRC CARE</b>	Cooperative Research Centre for Contamination Assessment and Remediation of the Environment
<b>DEWNR</b>	Department of Environment, Water and Natural Resources
<b>DMITRE</b>	Department for Manufacturing, Innovation, Trade, Resources and Energy
<b>EPA</b>	South Australian Environment Protection Authority
<b>GIS</b>	Geographic Information System
<b>IAP2</b>	International Association of Public Participation
<b>ISO</b>	International Standards Organisation



# 1 Executive summary

This report summarises the Board of the Environment Protection Authority (EPA) Round-table conference held on 24 May 2013, attended by representatives from the government, community, industry, business and environmental sectors. The Round-table conference focused on the environmental pressures identified in the *2012–15 EPA Strategic Plan*, as well as strategic goals and priorities regarding engagement with stakeholders.

Round-table attendees participated in two facilitated sessions and responded to targeted questions on where the EPA is performing well, where improvements can be made by the EPA, and how both the EPA and stakeholders can engage better with each other. The *EPA Communications and Engagement Framework 2013–15* was formally launched at the conference.

During the Round-table conference, participants acknowledged that progress had been made, identified areas where the EPA could improve its influence and effectiveness. Some of the key outcomes included:

- Positive feedback that the EPA takes a proportionate, risk-based approach to regulation, and has recognised credibility and accountability, as well as good science-based expertise.
- The EPA engages and builds relationships constructively, and is doing well by increasing availability of information to the community.
- Attendees recommended a more holistic and proactive approach to EPA business, and to undertake outcome focused regulatory work.
- The EPA to increase its understanding of economic impacts and business needs.
- Improving consistency from the EPA, and that roles and responsibilities across government needed to be clarified.
- Regional presence was acknowledged as an area where the EPA does well, but that further work could be done on the EPA's presence in local and rural areas.
- The EPA and industry would both benefit from working together on specific issues, as well as opening avenues for information sharing.

The EPA acknowledges the important contribution of attendees at the conference. The outcomes confirm and validate the direction and reforms currently being pursued through the Change Program, initiated by the Chief Executive in June 2012, and the Communications and Engagement Framework (see Table 1). It is acknowledged that there is still work to be done and improvements to be made, and the 2013 Round-table has provided valuable suggestions and ideas to be progressed by the EPA.

**Table 1** Suggestions for improvement and related reforms

Round-table suggestion	Related reform	EPA direction
A more holistic approach to EPA business	EPA Change Program – Organisational development	Implementing an organisational development framework to strengthen systems, skills and capacity to meet environmental, regulatory and financial challenges, as well as the needs and expectations of stakeholders.
Clarification of the role and responsibilities of Government agencies	EPA Change Program – Regulatory practice	Examining where the EPA regulatory practices intersect with other areas of government and exploring opportunities to streamline processes.
Better data availability and improved information provision	EPA Change Program – Community and stakeholder engagement and public information	Identifying options to improve delivery of public information, including the use of social media and developing a strategy for the upload of records to the EPA Public Register.
Increase EPA's presence in rural and regional areas	EPA Change Program – Community and stakeholder engagement and public information  and EPA Communications and Engagement Framework 2013-15 – Strategic influence and partnerships	Implementing a new approach to regional visits through improved coordination with external bodies.  Using an increased regional presence to improve regional communities' and stakeholders' access to information about the EPA, including at Natural Resource Centres.
Government and industry to work together on communications for specific matters	EPA Communications and Engagement Framework 2013-15 – Robust regulation	Partnering with stakeholders to develop innovative communications and engagement regulatory options that support and enable industries in moving beyond compliance.



## 2 Purpose

In accordance with section 19 of the *Environment Protection Act 1993* (the Act), the Board of the EPA holds an annual Round-table Conference. The purpose of the Round-table is to assist the EPA, its Board and the Minister for Sustainability, Environment and Conservation to assess the views of interested bodies on matters related to the operation of the Act and protection of the environment.

The annual Round-table forms an important part of the EPA consultation and engagement program with key stakeholders. The EPA endeavours to invite persons that represent a wide range of interests and expertise to ensure areas of community, industry, business and environment are considered at the Round-table.

The EPA Round-table conference is just one part of the EPA Board stakeholder consultation program. The Board undertakes several metropolitan and regional stakeholder consultations each year. For example, in November 2012 the Board travelled to the southern metropolitan area to consult with licensees, community groups, organisations and local government, as well as members of the public. More recently, in May 2013, the Board travelled to the Clare region to consult with natural resources management and local government stakeholders.

Each year, the EPA Board sets a theme for the Round-table that focuses participants towards a key area of EPA's business or a significant environmental matter. The 2012 Round-table conference was about informing the EPA's strategic planning towards 2020 and beyond, and participants used digital software to provide real-time responses for immediate viewing.

The theme for the 2013 Round-table, held on 24 May, focused on the environmental pressures/challenges identified in the 2012–15 EPA Strategic Plan, as well as EPA's strategic priorities relating to building effective partnerships and engagement (*Strategic influence and partnerships* and *Genuine engagement*).

The Round-table was attended by 43 participants representing various community, industry, business and environmental groups, as well as representatives from state and local governments. A list of attendees is attached to this report (Appendix 1).



**EPA Board Presiding Member Mia Handshin providing context at the Round-table**

### 3 Focus

The [EPA Strategic Plan](#) outlines environmental goals and strategic priorities that contribute to the wider priorities of the South Australian Government. In progressing the EPA's goals, focus is given to addressing key challenges identified through ongoing assessment of the state of the environment and analysis of environmental trends and pressures.

The 2013 Round-table focused on the short to medium term environmental pressures identified in the EPA Strategic Plan:

- 1 Major point sources of pollution and waste.
- 2 South Australia's legacy issues, particularly site and groundwater contamination and the interface of industry and residential dwellings.
- 3 Increasing urban and infrastructure development and renewal.
- 4 Inappropriate or illegal management of wastes and resource recovery.
- 5 Broader issues of statewide significance, eg management of the River Murray, potential impacts of renewable energy, and impacts of climate change.
- 6 Expansion of mining in South Australia and its associated infrastructure.



**EPA 2012–15 Strategic Plan**

Feedback from participants was sought on what the EPA is doing well in addressing environmental pressures, and what opportunities there are for step change improvements.

Participants were also asked to provide feedback on the EPA's engagement approach. Similar questions were asked on what is working well with EPA's engagement approach, what suggestions are there for the EPA to engage better, and what participants can do to better engage with the EPA.



**EPA officer Rob Lyons discussing environmental pressures identified in the EPA Strategic Plan**

## 4 Format

The Hon Ian Hunter MLC, Minister for Sustainability, Environment and Conservation (right), opened the 2013 EPA Round-table. The Minister spoke of the government's recently released guidance document *Better Together: Principles of Engagement* which aims to drive a culture of high quality engagement across South Australia's public sector. He also spoke of the importance of a protected and sustainable environment supporting the government's seven strategic priorities.

The Minister highlighted several key achievements of the EPA in recent years such as the success of the Illegal Dumping Unit and Aquatic Ecosystem Condition Reports. He also spoke of South Australia's leadership in container deposit legislation and efforts to support the Northern Territory's container deposit scheme.



The Presiding Member of the EPA Board, Ms Mia Handshin (left), welcomed participants and outlined the focus of the 2013 Round-table. She spoke of the importance of the Round-table and the EPA's broader communications and engagement program. Ms Handshin described the Round-table as a valuable opportunity to speak directly with stakeholders, listen to opinions and ideas, and to hear about experiences first hand. The Presiding Member launched the EPA Communications and Engagement Framework which articulates the EPA's approach to engagement with stakeholders and the community.

Dr Campbell Gemmell, Chief Executive of the EPA (right), addressed participants and spoke of his vision and the Change Program he had instigated to re-energise the EPA as a modern, respected and effective regulator and adviser. He spoke of the environmental pressures identified in the Strategic Plan and what the EPA is doing to address them, using recent examples of working with Nyrstar in Port Pirie and the Board's Planning Review Committee. Dr Gemmell reiterated messages from the Minister and the Presiding Member on the importance of enhancing EPA's engagement and relationship with the community. He included examples of work already undertaken on greater transparency through an increase in online content on the EPA's Public Register and improving the information available on the EPA website.



The Round-table conference was hosted in a world café format. Seven key principles are adopted to host constructive conversations, using small groups in a café environment to promote a less formal approach to consultation. To assist in facilitating the event and to guide participants, the EPA engaged Dr Kristin Alford from Bridge8, a foresight agency specialising in strategic facilitation and workshops.

Five tables of 10 participants were arranged to focus on one or more of the key environmental challenges identified in the EPA Strategic Plan. Participants were initially selected based on their own area of interest and/or expertise. Specific questions were put to participants to guide conversation and a senior EPA Officer and/or EPA Board Member were assigned to each table to contribute, as well as capture key discussion points.

Following a set period of time, participants were asked to change tables to contribute to another topic for the next round of discussion. This was particularly beneficial as participants were able to contribute to more than one area of interest throughout the conference and also listen to the views of the previous table's participants.

The first session of the Round-table focused on EPA's environmental challenges and the second session was on engagement. At the completion of each session, the senior EPA Officer or Board Member provided a brief overview to the group of the key themes and discussion points from their table.

## 5 Key questions

### First session

During the first session, participants were asked the following questions over three rounds of the world café format:

- 1 What is the EPA doing well in regard to your table's particular area/industry sector?
- 2 What opportunities are there for step change improvements (specific)?

Responses to the questions varied at each table, however, as chairs provided an overview of their table's discussions, key themes presented themselves (discussed later in the report).



**Group discussion at the Round-table (clockwise from front left) Mike Haywood (waste industry representative), Fiona Harvey (former EPA Assistant Director), Tony Circelli (EPA Deputy Chief Executive), Don Richardson (Waste Management Association of Australia), Dan Monceaux (Danimations), David Finlay (Department of Environment, Water and Natural Resources), Brian Foster (Natural Resources Management Council) and John Phillips (Keep South Australia Beautiful)**

### Second session

The second session focused on the EPA's engagement approach. The following questions were put to participants:

- 1 What is working well with the EPA's engagement approach?
- 2 What suggestions do you have for the EPA to engage better?
- 3 What are you going to do to better engage with us?

To assist discussion, participants were provided with copies of the EPA Communications and Engagement Framework 2013–15, that was launched by the Presiding Member earlier in the morning.

## 6 First session – Question 1

### What is the EPA doing well in regard to your table's particular area/industry sector?

Positive feedback was provided on the EPA's proportionate, risk-based approach to regulation. It was noted that the EPA is outcome focused towards 'real world' problem solving. The independence of the EPA was recognised as building trust and credibility, and accountability were also acknowledged.

Science-based expertise and technical knowledge of EPA Officers was nominated by several tables as an area where the EPA is doing well. Officers' professional approach to their role was also identified throughout the session.

It was recognised that the EPA engages constructively and builds relationships with a 'can do together' attitude. Feedback indicated the EPA works well with stakeholders, sharing responsibilities and where necessary, presenting an 'on the same side' position. The EPA was recognised as providing good avenues for engagement in certain areas (eg well advertised public meetings, targeted consultation) and was often visible in the community listening and educating.

During the session, feedback indicated the EPA is doing well by increasing its flow of information to the community, providing better transparency and openness. Specifically in regard to site contamination, the increase in document availability was recognised. A similar area noticed was environmental reporting. The ability of the EPA to obtain high quality data and use it, often quickly, was recognised, as well as EPA's formal and regular monitoring, evaluation and reporting.

The EPA was recognised as being quick to respond on multiple responsibilities, including early notification on infrastructure proposals and planning specifications on different areas, such as air and noise. It was also noticed that the EPA consults regularly with the active leaders in certain fields (eg waste).

More direct recognition was provided on the EPA leading a joined-up response on issues of statewide interest in the Coorong, Lower Lakes and Murray Mouth, taking a risk approach to the management of acid sulphate soils. Other direct examples were water quality work on Lake Bonney in the South East, contributing to the Government's response to the Murray-Darling Basin Plan and involvement with mining proposals. The Illegal Dumping Unit was also recognised as providing an effective regulatory presence for the waste sector and was considered a key achievement of recent years.

A number of areas where the EPA was discussed as performing well were also identified during the next session where attendees provided suggestions on how the EPA could make step change improvements.



**EPA Board member Rob Fowler and OneSteel Environment Consultation Group member Eddie Hughes.**

## 7 First session – Question 2

### What opportunities are there for step change improvements (specific)?

Conversation at tables during the second session looked at how the EPA is moving towards better regulation. It was suggested that the EPA take a more tailored approach by looking at education versus regulation, with references to the regulatory spectrum highlighted in the Strategic Plan, where good compliance is recognised and rewarded, and taking opportunities to show what success looks like.

Suggestions for improvements included:

- **New thinking and better regulation** – A more holistic approach to EPA business, looking at longer term solutions and ‘true’ environmental costs. New thinking and alternative approaches were recommended for the EPA, and to look at more than just point source pollution. It was also suggested the EPA focus on a more proactive approach, as well as undertake education on the EPA’s regulatory approach.
- **Focusing on environmental outcomes** – Undertaking outcome-focused regulatory work and providing clear commitments on what is expected to be achieved. It was recommended the EPA provide more clarity of purpose and focus more on environmental improvement rather environmental regulation, and to prioritise EPA’s core business on bigger environmental issues, and to focus resourcing and regulatory effort accordingly.
- **Greater understanding of industry** – Increasing analysis of economic impacts and recognising business needs in more detail when undertaking regulatory decisions. One suggestion was to develop a collaborative model that looks at balancing the needs of industry and driving down costs, to attract development and increase investment certainty. It was suggested that an industry or peak body could lead in certain areas of a collaborative approach. It was suggested both the EPA and industry sectors need to react quicker and reduce response time when working together.
- **Better cooperation** – An increase in national cooperation between environmental regulators and looking at establishing Centres of Excellence for certain projects.
- **Culture change** – Participants recognised there is a culture change occurring at the EPA, but felt that more work is required to break down the ‘silos’. A key theme from tables was that the EPA often tends to have a police mentality and more could be done to work with industry and other sectors to build trust. It was suggested that the EPA look at learning from other states on their approaches.
- **Improved consistency** – Participants felt there is sometimes a knowledge gap in EPA staff from manager to officer and that consistency and continuity is something that needs to be worked on. On a similar point, it was suggested staff experience and background become a focus for improvement with the suggestion of a more professional approach through case managers or International Standards Organisation (ISO) accreditation.
- **Clearer responsibilities** – Clarification of the role and responsibilities of government agencies. An example used was the role of the Department of Manufacturing, Innovation, Trade, Resources and Energy (DMITRE) in mining proposals. DMITRE is presented as a one-stop-shop for mining proposals. The EPA and government could look at ways to better connect and organise lead agencies for other industries similar to what is on offer for mining proposals.
- **Greater accountability** – Strengthening the alignment with local government and improving accountability at all levels. Clarifying where local government fits in relation to a range of issues and to streamline processes by ensuring the appropriate level of representation for discussions and collaboration.
- **More effective legislation** – Strengthening EPA’s legislative framework to enable a quicker and more flexible approach. Participants suggested a review of the Act, associated regulations/instruments and Australian Standards for consistency.

- **Better communication of EPA policies** – A review and better communication of policies to increase effectiveness, as well as public and businesses understanding of EPA’s regulatory principles. Specific mentions included developing a policy for in-situ management, and adding aquaculture and associated coastal issues into the National Pollutant Inventory.
- **Improved information provision** – Better data availability, including Geographic Information System (GIS), being made available to support the science and provide context behind EPA decisions. Different steps in communication of public information were suggested to adapt to varying audiences and to move away from a ‘tick box’ style of consultation.
- **Increased regional presence** – The role the EPA could play in forums or formal representative groups to provide greater face-to-face communication. This could assist communication to new stakeholders with little prior knowledge on environmental matters.
- **Site contamination processes** – It was suggested that current processes are onerous and too strict, and that sites be prioritised according to risk. An alternative way to provide notifications to purchasers of properties with contamination was suggested, as well as for the EPA to provide more guidance through the process. During discussion, it was noted that recent work of the Board’s Planning Review Committee and the current planning system review may look at some of these topics, including referrals, assessment and landuse interface issues.

As discussed earlier, the suggestions from participants on how the EPA can make step change improvements is built on what was put forward as areas where the EPA is performing well. The overarching message from the first session of the Round-table is that the EPA is performing well, but there is still room for improvement.



Kimberly-Clark Australia Millicent Mill Manager Scott Whicker and EPA Board Presiding Member Mia Handshin

## **8 Second session – Engagement**

**What is working well with the EPA’s engagement approach?**

**What suggestions do you have for the EPA to engage better?**

**What are you going to do to better engage with us?**

The EPA Communications and Engagement Framework was acknowledged by participants. The inclusion of the International Association of Public Participation (IAP2) model was welcomed, particularly acknowledging different engagement opportunities to involve stakeholders in decision making. It was understood that it is sometimes difficult to convey the right messages to each stakeholder and that the Framework would assist in that regard.

The increase in information to the EPA website and the Public Register were acknowledged, and that more relevant information would be helpful, and needs to be progressed as soon as practicable, recognising resource limitations.

The EPA Office in Mount Gambier was recognised as an area where local presence promotes early engagement on issues in the region. It was suggested that further work could be done on the EPA’s presence in local and regional areas, eg in mining communities. A suggestion from participants was that subcommittees could be established, as needed, on a particular issue in a region involving representation from interested parties.

It was suggested that the EPA could do further work on engaging with stakeholders to understand and plan around potential impacts to industry and business from inhouse regulatory decisions. Providing more information to the EPA on issues associated with businesses and commerciality was also suggested as a way for industry and businesses to engage better with the EPA.

Participants suggested a way in which the EPA could engage better was to provide case studies and examples of common situations. It was expected that this would help people understand the step-by-step, as well as providing advice and direction on next steps.

The topic of clarity was again raised in the engagement session of the Round-table. It was suggested that explanations be provided on who does what across federal, state and local government to avoid duplication. It was discussed that local government needs to be educated better to help undertake its duties in regard to environmental protection.

Attendees agreed engagement was a wider issue and not just a focus for the EPA. It was also acknowledged that relationships need a focus to be worked on by all parties, including the EPA and its stakeholders and partners. Early engagement was recognised as a key area where stakeholders can better communicate with the EPA.

It was also suggested that a joined-up approach may be beneficial in some areas where the government and industry could work together on communications and conveying messages. Working together would also open avenues for information sharing between organisations.

Work experience was another suggestion from participants, both to and from the EPA. It was discussed that EPA’s skilled officers engaging with industry’s skilled practitioners was a way in which better understanding could be gained on each other’s role, responsibilities and business drivers.

Participants recognised EPA’s site contamination officers as being very accessible and helpful in providing information and answering questions in relation to site contamination investigations and processes. It was also put forward that the EPA collaborates well on site contamination policy development through the Cooperative Research Centre for Contamination Assessment and Remediation of the Environment (CRC CARE).

The second session of the Round-table provided good suggestions on how the EPA and stakeholders can engage better with each other and build on work that had already been undertaken in this area.



## 9 Next steps

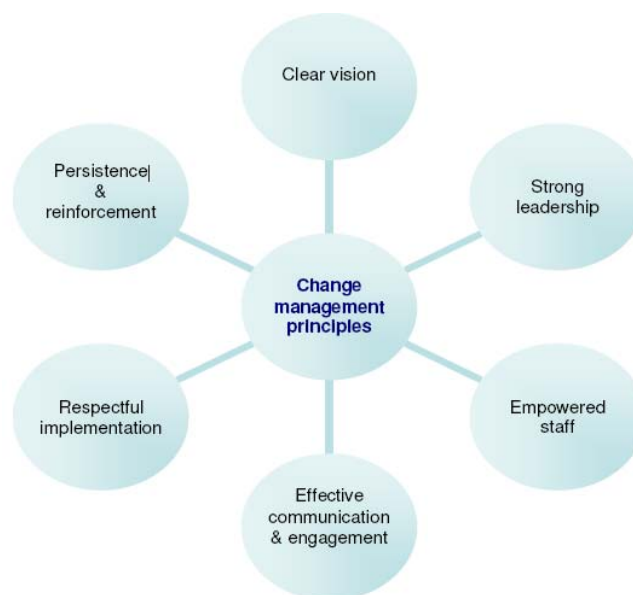
### Change Program

The Chief Executive of the EPA implemented a Change Program in June 2012. The first stage of the Change Program involved developing strategies to tackle EPA's areas of weakness, build upon its strengths, increase effectiveness, credibility and expertise, and institute a cultural change.

Project teams were established for 10 key reform areas and were tasked with making recommendations for improvement. The second stage of the Change Program involves prioritising and implementing actions identified by project teams.

Actions identified during the Change Program will contribute to the environmental goals and strategic priorities in the Strategic Plan, as well as areas identified for improvement at the 2013 Round-table conference. The 10 key reform areas identified by the Change Program were:

- 1 Strategic priorities.
- 2 Leadership and management.
- 3 Organisational development.
- 4 Governance.
- 5 Regulatory practice.
- 6 Integration.
- 7 Relationship with local council.
- 8 Sustainable funding model.
- 9 Community and stakeholder engagement and public information.
- 10 Planning review implementation.



A number of reforms suggested in this report are being built into the Change Program that will be implemented during 2013–14 and will assist the EPA to progress suggestions, specifically:

- Organisational development – to help meet environmental, regulatory and financial challenges, as well as stakeholder expectations.
- Regulatory practice – including examining where EPA regulatory practices intersect with other areas of government.
- Relationship with local councils –clarifying responsibilities and prescribing tools to manage environmental nuisance.
- Community and stakeholder engagement and public information – including regional presence, stakeholder engagement and reviewing available public information.
- Planning review implementation – including how site contamination considerations are best incorporated in the system.

### EPA Communications and Engagement Framework 2013–15

The EPA prepared the Communications and Engagement Framework to effectively engage stakeholders in achieving a healthier environment and a prosperous and sustainable future.

The Framework identifies commitments in relation to the delivery of communications and engagement across the EPA's diverse stakeholder base. It aims to embed best practice communications and engagement as business as usual across the organisation, and foster a positive and proactive culture in the EPA's operations.

The Framework also identifies three priority objectives for best practice communications and engagement, which are aligned against the EPA’s strategic priorities:

- Awareness and understanding.
- Active relationships.
- Organisational capability.

The EPA consulted with a diverse range of stakeholders in preparing the Framework. It was also informed by market research on perceptions of EPA communications and service delivery, as well as feedback from the customer service desk.

The Framework outlines communications and engagement opportunities for different stakeholder groups with an aim to provide open, transparent and accessible information, as well as to work with and involve stakeholders in discussions and decisions.

Importantly, the Framework seeks a commitment from stakeholders to provide open, timely and constructive input and feedback that recognises and enhances understanding of respective needs, aspirations and circumstances.

The EPA will monitor progress against a range of feedback mechanisms over the Framework’s three-year life span and incorporated into the annual Corporate Plan and associated business planning for implementation, monitoring and reporting. Feedback from stakeholders will further inform and fine-tune the EPA’s commitment to communications and engagement.

Some suggestions on engagement approach presented at the Round-table to be progressed through the Framework, specifically:

- Awareness and understanding – providing regular and timely information about EPA compliance actions and achievements, and presenting easy to understand and accessible scientific information via the EPA website.
- Active relationships – EPA participation in meetings of environmental groups associated with specific sites, and partnering with stakeholders through seminars and workshops.
- Organisational capability – ensuring staff training and development for best practice regulation (eg in partnership with the Australian Environment Law Enforcement and Regulators neTwork (AELERT)), and the EPA identifying opportunities for external support, partnerships and collaboration for specific projects.

Suggestions provided at the Round-table conference also validate many of the reforms being pursued by the EPA through the Change Program. Ideas provided by attendees will assist the EPA to progress these reforms and identify priority actions, such as those developed for the EPA Corporate Plan 2013–14.



<b>Empower</b>	To place final decision making in the hands of stakeholders
<b>Collaborate</b>	To partner with stakeholders on each aspect of the decision including the preferred solution
<b>Involve</b>	To work directly with stakeholders ensuring that concerns and aspirations are consistently understood and considered
<b>Consult</b>	To provide avenues for feedback on issues
<b>Inform</b>	To provide information that assists stakeholders to understand the issue

## Appendix 1 Attendees of the 2013 EPA Board Round-table

First Name	Surname	Organisation
Melissa	<b>Ballantyne</b>	Environmental Defenders Office
Rob	<b>Bau</b>	AV Jennings
Gavin	<b>Begg</b>	South Australian Research and Development Institute
Fraser	<b>Bell</b>	Thomsons Lawyers
Peter	<b>Bicknell</b>	Adelaide Brighton Cement Community Liaison Committee
Dean	<b>Brown</b>	Special Drought Adviser
Steve	<b>Christley</b>	Department for Health and Ageing
Andrew	<b>Crust</b>	Renewal SA
Ken	<b>Dolan</b>	General Motors Holden
Donna	<b>Ferretti</b>	Department of Planning, Transport and Infrastructure
David	<b>Finlay</b>	Department of Environment, Water and Natural Resources
Gary	<b>Fitzpatrick</b>	McMahons
Darren	<b>Flew</b>	Santos Ltd
Brian	<b>Foster</b>	Natural Resources Management Council
Mark	<b>Gardiner</b>	Urban Development Institute of Australia
Ian	<b>Harvey</b>	Zero Waste SA
Mike	<b>Haywood</b>	Waste industry representative
Ross	<b>Hearne</b>	Kimberly–Clark Australia
Eddie	<b>Hughes</b>	OneSteel Environment Consultation Group
Lachlan	<b>Jeffries</b>	Jeffries Group
Glen	<b>Jones</b>	Boating Industry Association
Tim	<b>Kelly</b>	Conservation Council of South Australia
Helen	<b>King</b>	Renewal SA
Paul	<b>Leadbeter</b>	Law Society
Chris	<b>Lease</b>	Health SA
Nigel	<b>Long</b>	South Australian Chamber of Mines and Energy
Dan	<b>Monceaux</b>	Danimations
Ravi	<b>Naidu</b>	CRC CARE
Jean-Paul	<b>Pearce</b>	Australian Contaminated Land Consultants Association

<b>First Name</b>	<b>Surname</b>	<b>Organisation</b>
John	<b>Phillips</b>	Keep South Australia Beautiful
Don	<b>Richardson</b>	Waste Management Association of Australia
John	<b>Ringham</b>	SA Water
James	<b>Rock</b>	AiGroup
Mark	<b>Searle</b>	City of Marion
Brian	<b>Smedley</b>	SA Wine Industry Association
Angie	<b>Smyth</b>	Arrium Mines
Louise	<b>Swann</b>	Santos Ltd
Christine	<b>Trenorden</b>	Environmental Defenders Office
Wil	<b>Van Deur</b>	CRC CARE
Rick	<b>Walker</b>	Nyrstar Port Pirie
Brian	<b>Walsh</b>	Wine industry consultant
Michael	<b>Weir</b>	Port Adelaide Environment Forum
Scott	<b>Whicker</b>	Kimberly–Clark Australia
<b>Environment Protection Authority representatives</b>		
Keith	<b>Baldry</b>	Operations Director – Mining, Radiation and Regulatory Support
Tony	<b>Circelli</b>	Deputy Chief Executive
Peter	<b>Dolan</b>	Operations Director – Science, Assessment and Planning
Rob	<b>Fowler</b>	Board Member
Campbell	<b>Gemmell</b>	Chief Executive
Stephen	<b>Hains</b>	Deputy Presiding Member
Mia	<b>Handshin</b>	Presiding Member
Fiona	<b>Harvey</b>	Assistant Director, Business and Reform
Rob	<b>Lyons</b>	Program Manager, Harms Projects
Andrew	<b>Wood</b>	Executive Director, Operations