

EPA Corporate Plan 2012–13

This Plan is the first annual EPA plan to be developed under the framework of the new 2012–15 EPA Strategic Plan. It contains the key short term initiatives that the EPA will focus on this year as we begin to realise our new strategic directions.

The EPA can be proud of its success over the last 17 years of operations. The previous strategic plan timeframe saw many achievements. To name just a few:

- securing funding for the implementation of the Licensing Administration Modernisation Project (LAMP)
- significant work in site contamination related to groundwater contamination notifications
- public register information provided online
- the establishment of the Illegal Dumping Unit
- the release of aquatic ecosystem condition reports in partnership with fellow environment portfolio agencies and NRM Boards
- establishing the program for third party testing of radiation equipment.

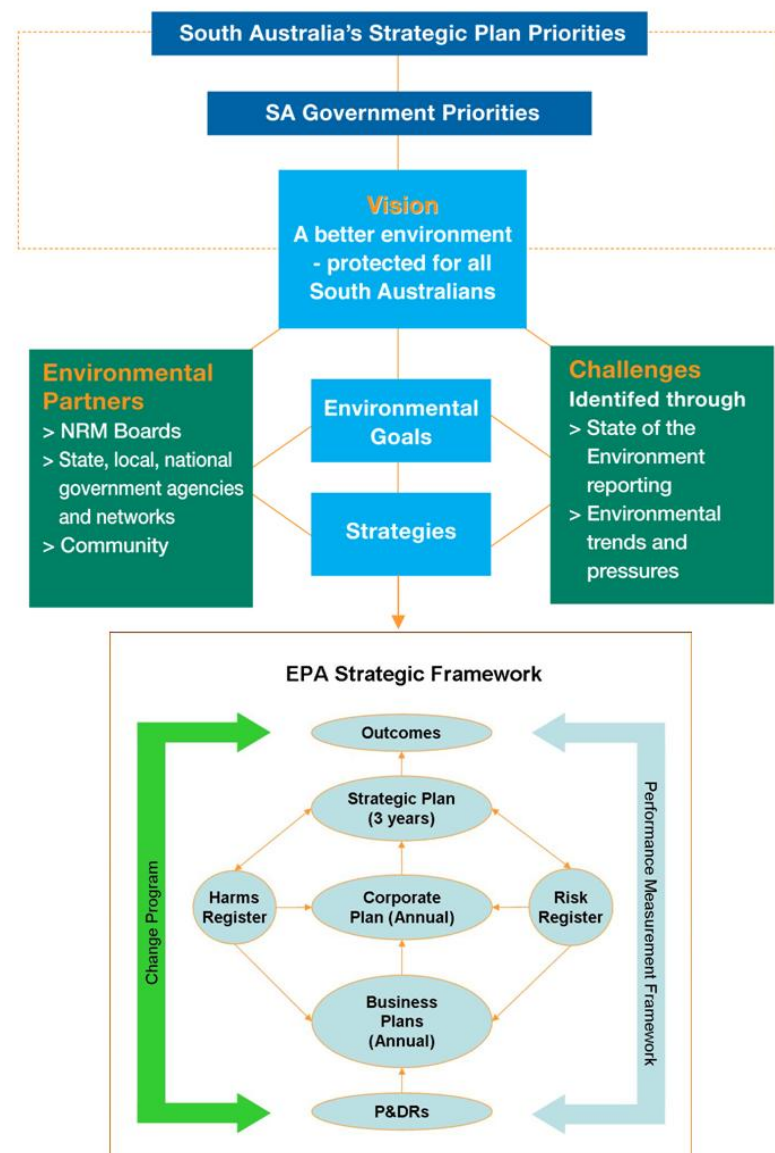
While I highlight these achievements, I also acknowledge the ongoing work performed by all our dedicated staff on the EPA's core business and support functions. We are embarking on an ambitious change program that, I believe, cuts to the core of becoming an effective and modern regulator. I have outlined the key reform areas for change in the EPA and, although we are currently in the midst of transition and reviewing the way that we work, the initiatives in this document are early contributions to improvement in those areas. This document is a step towards ensuring that every staff member can make the connection between the work they do every day, the goals and strategies of our Strategic Plan and ultimately the priorities of the SA Government (see diagram). For our stakeholders, I hope that this document will give confidence that the EPA is on track to ensure a better environment – protected for all South Australians.

Dr Campbell Gemmell
Chief Executive, EPA

Context and relationships of the EPA Strategic Plan

This diagram reflects two aspects of the EPA's approach to strategy. In the top section, the key inputs and linkages that support our vision are described. This occurs through multiple goals and priorities, working with key partners, and continuing to identify and address pressures with specific, efficient and effective interventions.

Linking through EPA's strategies, the lower section describes the EPA Strategic Framework. It represents the links between the EPA's high level outcomes and the strategies and plans that support achieving those outcomes. It acknowledges that at every level of planning we seek to monitor and assess our performance and also that the change program currently has influence throughout the organisation.



EPA STRATEGIC FRAMEWORK

Longer term – environmental goals

The EPA's environmental goals have a long time horizon, describing what the EPA ultimately seeks to achieve for South Australia's environment.

1 Good quality land

Protect land from the adverse impacts of pollution and waste by addressing historical site contamination, advising and regulating industry and promoting sustainable waste management (through the waste hierarchy)

2 Good quality water

Protect the quality of surface, ground, coastal and marine waters from pollution by monitoring water quality, advising and regulating industry and supporting water quality improvement projects

3 Good quality air

Protect air quality from atmospheric pollutants by monitoring air quality, including odour, advising and regulating industry and supporting community based air quality improvement initiatives

4 Protection from radiation

Protect the environment and the community from health risks associated with ionising and non-ionising radiation by advising and regulating sites, mines, equipment and users of radiation

5 Protection from noise

Protect the community from exposure to unacceptable noise levels by advising and regulating industry and supporting local government and police with community based noise management

Short to medium term – environmental pressures

The critical short to medium term pressures that the EPA faces in working towards our goals are the environmental and human health risks and impacts associated with:

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.

Strategies, outcomes, initiatives and KPIs

This year's plan presents the EPA's approach to achieving our strategic priorities by describing the three components that we will use to assess our progress:

- the outcomes we are working toward over the next three years
- key initiatives for the current financial year, and
- the key performance indicators (KPIs) and targets that we will use to check that we are on track to achieve our outcomes.

This set of KPIs and targets enhances the existing set of EPA management and operational performance measures which will remain a valuable business management tool. However, the aim of the selected KPIs and targets is to clearly align the efforts of the organisation with our strategic priorities. These initiatives, KPIs and targets will form the basis of regular reporting including the half-year and end of year reports to the Board.

EPA Corporate Plan 2012–13: Protecting the environment for all South Australians

EPA STRATEGIC PRIORITIES

Robust regulation

As a respected and effective advisor and regulator the EPA will employ best practice regulatory principles and tools, and robust processes to:

- support and enable the willing
- tackle the important issues through taking a proportionate, risk and evidence based approach
- withstand challenge
- be decisive and timely in taking strong enforcement action when needed.

Outcomes to 2015

- Best regulatory practice toolkit deployed
- Appropriate and effective management of wastes and resources
- Annual compliance plans established
- Harms problem-solving approach adopted and integrated
- Contaminated sites priority action plan in place and operating

Initiatives for 2012-13

- 1a. Finalise procedures to allow for the implementation of water restriction and prohibition zones under the Environment Protection Act 1993.*
- 1b. Implement the new obligations for resource recovery of waste under the Environment Protection (Waste to Resources) Policy 2010 effective 1 September 2012.*
- 1c. Achieve rollout of phase 3 of the third party testing of X-ray machines (fluoroscopy, mammography and computed tomography X-ray machines).*
- 1d. Ensure better management and integration of the waste and resource recovery sectors through waste reform projects focusing on industry engagement, clarifying definitions of waste and reviewing elements of the regulatory framework such as standards
- 1e. Review the civil penalties calculations policy
- 1f. Achieve commitment from Nyrstar and other government agencies to meet acceptable lead emission standards
- 1g. Establish a regulatory compliance plan for the EPA
- 1h. Establish processes to audit EPA inspections and regulatory decisions

Sound science

To ensure the EPA's activities and decisions are appropriate and evidence based, sound science will be applied to:

- monitor and evaluate the condition of the environment
- assess potential environmental impacts to inform development assessment, licensing and compliance
- support legislation, policy, planning and management measures to mitigate environmental impacts.

Outcomes to 2015

- EPA has appropriate scientific resource capacity
- Water quality of all types of water bodies reported
- Science data used to assess and manage harms
- Effective knowledge management systems support decision making

Initiatives for 2012-13

- 2a. Coordinate and finalise the 2013 State of the Environment report
- 2b. Release the first marine aquatic ecosystem condition reports and develop the science to enable expansion of the program to groundwater
- 2c. Complete Lower Murray River Irrigation Area acid drainage project and release final report to the Murray Darling Basin Authority
- 2d. Review and expand the ambient air monitoring network, initially focussing on the CBD of Adelaide and Northern LeFevre Peninsula
- 2e. Complete phase 1 of the Bowden Village noise project
- 2f. Work with DPTI to establish a framework for the assessment of site contamination at all levels of the planning system

Strategic influence and partnerships

EPA will create effective partnerships and influence good environmental outcomes for all South Australians by:

- influencing planning and government strategy at an early stage
- strategically partnering with other organisations, industry and community
- promoting South Australia's environment at local, state, national and international levels.

Outcomes to 2015

- South Australian Air Quality programs aligned with national approaches
- Local environmental nuisance issues effectively managed
- Site contamination framework in place to provide consistent planning decisions across South Australia
- EPA influence and partnerships result in demonstrably better environmental outcomes
- Relationships with key stakeholders improved

Initiatives for 2012-13

- 3a. Develop the South Australian Government Statement on Air Quality to replace the State Air Quality Plan as the overarching framework for local air quality action plans*
- 3b. Progress collaboration with local government for the management of environmental nuisance issues
- 3c. Continue to support SA Government Strategic Priorities through partnership and cross-government participation with a focus on site contamination and better regulatory practice and tools
- 3d. Commence implementation of the findings of the Planning Review Committee to improve the EPA's influence in the planning system
- 3e. Support the Minister in representing South Australia at the Standing Council for Environment and Water (SCEW) and its associated committees
- 3f. Finalise MoU with DMITRE regarding roles and responsibilities in regulating the mining sector

Genuine engagement

The EPA will listen, acknowledge, consider and respond to the voices of those who have an interest in our actions by:

- expanding opportunities for engagement across industry, community and government
- making environmental information more accessible and easier to understand
- demonstrating good processes and clear rationale for our decisions and policies
- delivering excellent service.

Outcomes to 2015

- Increased community trust and confidence in the EPA
- Improved community access to EPA information
- Better engagement with regional communities
- Consistently good service provided

Initiatives for 2012-13

- 4a. Continue to enhance and improve accessibility and transparency of EPA information and engagement with stakeholders, including adding to the online public register index and reviewing the EPA website*
- 4b. Develop and implement a Communications and Engagement Strategy (2012-15) to support the EPA 2012-15 Strategic Plan
- 4c. Undertake public consultation on the revised Water Quality and Air Quality Environment Protection Policies
- 4d. Improve the effectiveness of delivering regulation to regional areas by working through Natural Resource Centres
- 4e. Hold follow up session with stakeholders to further explore key issues identified at the 2012 EPA Round-table Conference

Items in italics are included in the 2012–13 EPA Agency Statement

Adaptive organisation

Being a well-run and high performing organisation is achieved through making the best use of available resources and by:

- recruiting, supporting and retaining focused, effective staff
- deploying strong leadership and building management capacity
- developing systems capability and maximising benefits from integrated functioning.

Outcomes to 2015

- Key organisational systems improved and integrated to support effective organisational functioning
- Current and future staff training needs identified and prioritised in a strategic workforce development plan
- Nationally accredited skills development for all authorised officers
- Key change agenda reforms implemented
- Conforming OHS system achieved and maintained

Initiatives for 2012-13

- 5a. Roll out the new Performance & Development Review Program
- 5b. Implement the new format for EPA job descriptions
- 5c. Develop a new EPA authorised officer training framework and commence implementation of the first stage of the training program to support consistent standards of skills development for all authorised officers
- 5d. Complete implementation of the Licence Administration Modernisation Project (LAMP)
- 5e. Support the EPA's organisational change agenda, including investigating opportunities for implementation of the SA Government's high performance framework
- 5f. Begin roll out of the new EPA intranet
- 5g. Complete schedule of OHS internal audits to drive continuous improvement of the EPA's OHS system