

Interim Corporate Plan

2012–13



Office of
Environment
& Heritage

Our vision

is to support the community to protect, strengthen and enjoy a healthy, productive environment and economy.

Our focus

is to ensure that the people of NSW have a healthy environment and are supported to access, protect and enjoy their natural and cultural heritage.

The work we do

strengthens local communities and economies, recognising that environmental and cultural resources are vital to delivering positive social and economic outcomes for NSW.

We know

that driving real results starts with understanding our customers and community, and their needs and expectations.



Our strategy

is to achieve 5 key results...

1 Our heritage is shared and celebrated

2 Increased tourism and visitation

3 Healthy and protected landscapes

4 Thriving local communities and environments

5 Excellence in customer service and business reform



We make it possible for people to...

Understand how visitor spending each year of around

\$1.73 billion

captures the value people place on parks in NSW

Join over

133,000

eligible households that have worked with us to save energy and reduce the cost of living

Partner with us to protect over

1,000

threatened species and communities through our recovery programs

Add to and access over

6.4 million

plant and animal records in BioNet, the whole-of-government flora and fauna information system

Help conserve and protect more than

70,000

known Aboriginal sites, objects and places identified and recorded in NSW

Learn how local councils can tap into

\$10.1 million

to create green corridors for local environments and communities

Take a stroll through over

7 million

hectares of reserve national parks

Tell others about NSW's

38

monitoring stations that provide up-to-date information on regional air quality

Join over

17,000

businesses that benefit from lower energy costs with the support from our energy efficiency programs

Experience the popularity of our national parks and reserves with almost

35 million

domestic visits each year





Chief Executive's message

This Interim Corporate Plan 2012–13 defines our agency's strategic direction up to 31 December 2013. It provides a framework that will improve the way we deliver services to our customers and focuses on what matters most to help make NSW number one again.

2012–13 will be an important year for the Office of Environment and Heritage (OEH) as we reposition our agency to deliver on its strategic direction – supporting people and communities, particularly regional communities, to better protect and enjoy their environment and heritage.

This Plan confirms our key result areas, strategies and priorities. It sets our vision for the future, outlines our core values and principles that guide our action, and highlights the areas of influence in which we operate.

At OEH we are shifting the way we organise our business to deliver on the NSW Government's priorities, including: being more focused on the needs of our customers, being more accountable to local communities, capitalising on economic opportunities throughout the state, demonstrating a clear return on investment in environment and heritage in NSW, reducing red tape and meeting savings targets. These priorities require a change in the way we deliver environmental and heritage services, information, regulation and funding.

NSW 2021: A plan to make NSW number one is the impetus for change and it provides the strategic framework for the delivery of our services to the people, businesses and communities of NSW.

Our aim is to deliver the services that our customers require, to the standards they expect, in a manner that is cost effective and in all other ways sustainable and socially responsible. An important focus for us throughout 2012–13 will be to create a regionally-focused agency with clear accountability for delivery of services and programs to local communities. We are also working on innovative approaches to improve community access to parks, make better use of public assets and generate increased revenue while continuing to protect and enhance our precious environment.

Going forward, delivery of our corporate priorities and our approach to policy will be supported by rigorous science and the best available knowledge. We have also commenced initiatives to make information about the environment more meaningful, useful and easy to access.

As our agency repositions itself for the future, I'd like to thank all of those who have helped lay the foundation for where our agency will now be heading. We will continue to have conversations with our customers, stakeholders and staff throughout 2013, as we develop the Corporate Plan for 2013 to 2017.

We know that with change comes opportunity. The opportunity now is with us and it is one that will not be wasted. We will strengthen local communities because we know that NSW's environmental and cultural resources play a key role in achieving positive social and economic outcomes for all regions across the state. This is where we all choose to live, work and play – it's the number one place we want to be and it can only get better from here on in.

Sally Barnes
Chief Executive

About OEH

Who we are

OEH is an agency within the Department of Premier and Cabinet and is part of the portfolio responsibilities of the Minister for the Environment and Minister for Heritage.

What we do

We care for, and also support the community to protect and enjoy, NSW's environment and heritage.
We do this by:

- increasing opportunities for the community to actively look after their local environment and heritage
- enhancing people's access to information so they can make informed choices about their local environment and heritage
- partnering with, and educating, the community and organisations to achieve environment and heritage outcomes
- conserving and protecting Aboriginal cultural heritage and historic heritage
- providing opportunities for tourism, visitation and recreation
- caring for and managing national parks and reserves in NSW
- supporting the conservation of native vegetation and wildlife on public and private land
- monitoring and assessing the condition of our natural resources and assets
- ensuring environmental waters are appropriately managed and cared for in NSW
- assisting businesses and the community to contain rising costs through efficient energy and water use
- empowering the community to prepare for future environmental challenges and emergencies
- making it easier for business, industry and private landowners to care for the environment and heritage
- providing expert and policy advice on environmental and heritage issues based on rigorous science and the best available social and economic information.



How we operate

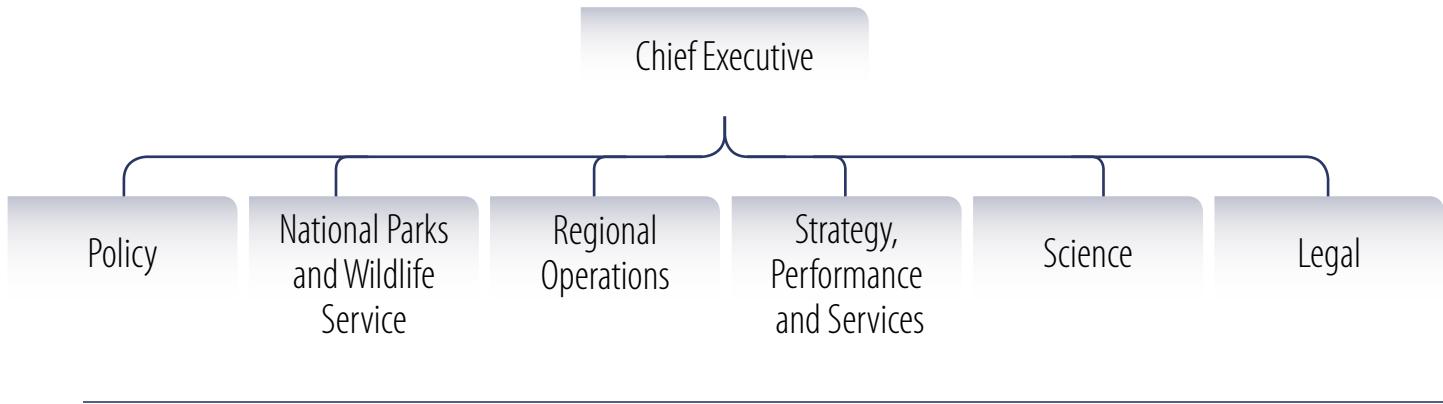
We work with members of the environment and heritage portfolio, which includes the Environment Protection Authority (EPA), Royal Botanic Gardens and Domain Trust, Lord Howe Island Board, Western Sydney Parklands Trust, Parramatta Parklands Trust, Centennial Park and Moore Park Trust (CPMPT), Historic Houses Trust, Environmental Trust, and Taronga Conservation Society Australia. We also provide corporate and other essential services to all portfolio agencies (except the Taronga Conservation Society Australia, which operates independently) and have entered into shared service agreements/partnerships with the EPA and CPMPT.

Our values

Individually, and as an organisation, we promote and uphold the four core values of the NSW public sector, outlined in the *Public Sector Employment and Management Act 2002*, and the principles that guide their implementation: Service, Integrity, Trust, and Accountability.



Our organisation and executive



Sally Barnes – Chief Executive

Sally was appointed Chief Executive of OEH in May 2012. Over the last 15 years Sally has held many senior executive positions within the environment portfolio, including Deputy Chief Executive of OEH and Head of the NSW National Parks and Wildlife Service; Assistant Director General, Environment Protection Authority; Executive Director, Strategy, Communication and Governance in the Department of Environment and Conservation and Director, Education and Community Programs in the National Parks and Wildlife Service.



Paul Elton – Executive Director, Policy

Paul comes to OEH from the Department of Prime Minister and Cabinet, where he was Deputy Head of the Secretariat, COAG Reform Council. His experience has a particular focus in the environment, water, planning and natural resources sectors. He worked with the EPA in the 1990s as Regional Manager in investigations and enforcement. He then headed up natural resources policy at the NSW Department of Infrastructure, Planning & Natural Resources. Paul also worked with the Department of Premier and Cabinet as Executive Director, Natural Resources and Economic Policy.

Policy

Provides policy advice and supports the OEH Executive and the Minister by leading the review, development and coordination of strategic policy. Policy Division anchors OEH's engagement in whole-of-government policy formation and intergovernmental affairs. It conducts policy reviews and program evaluations to continuously improve OEH's policy framework.



Ann King – Deputy Chief Executive, National Parks and Wildlife Service (NPWS)

Ann is an experienced manager of nearly 20 years with an emphasis on customer service delivery in the commercial, government and not-for-profit sector. Ann established a professional path in telecommunications as Customer Service Manager with Telepacific, General Manager Services for Nokia Mobile Phones Australia, and General Manager Operations with Vodafone. In 2005, she moved to the public sector, taking the position of General Manager Registration & Licensing with Roads & Maritime Services and was appointed Deputy Chief Executive and Customer Service Director in 2010.

National Parks and Wildlife Service

NPWS manages, conserves and cares for more than 7 million hectares of land in national parks and reserves. NPWS aims to increase tourism, participation and visitation so more people can access, enjoy and get involved in their local environment and heritage.



Terry Bailey – Deputy Chief Executive, Regional Operations

Terry joined NPWS in 2010 as Coastal Director to establish the Coastal Branch. Prior to that, he worked as Director and Assistant Secretary in the Heritage Division in the Commonwealth Department of Sustainability, Environment, Water, Population and Communities where he was responsible for preparing Australia's world heritage nominations, overseeing heritage assessment and management requirements, and refining heritage legislation. His experience in joint management arrangements is extensive and he has made a large contribution to legislative change.

Regional Operations

Delivers integrated and customer-focused services at the regional and local level to strengthen communities and partnerships across NSW. This includes services, programs and support for education, community engagement, energy efficiency, Aboriginal and historic heritage, volunteering, environmental water management, compliance and enforcement, and private land conservation.



Helen Liossis – Deputy Chief Executive, Strategy, Performance and Services

Helen has worked in both management and financial accounting areas within Orica and then Coca-Cola Amatil. She then moved to Telstra taking responsibility for strategy and planning, investor relations and analysis and later joined Prime Infrastructure Ltd as Investor Relations and Corporate Communications Manager. In 2009, Helen joined the Department of Prime Minister & Cabinet as First Assistant Secretary, Corporate Division and in 2010 moved to Mirvac Group Ltd as General Manager, Corporate Communications. She has recently been working as an independent contractor.

Strategy, Performance and Services

Drives OEH's strategic approach and provides internal support services to perform at the highest possible standards, demonstrating value for money by ensuring a clear return for customers and the community for investing in environmental and heritage outcomes.



Dr Kate Wilson – Executive Director Science Division

Kate was with CSIRO from 2005 to 2009. She was Director of CSIRO's Wealth from Oceans National Research Flagship. Her background is in molecular biology and biotechnology and their application to agriculture and aquaculture. She has a doctorate in Molecular Biology from Harvard University. Kate joined our organisation in 2009 as Executive Director Scientific Services.

Science

Provides scientific evidence and knowledge to underpin environmental decision making, regulation and service delivery.



Steve Garrett – Executive Director Legal Services

Steve worked as an environmental lawyer with Blake Dawson Waldron from 1986 to 1992. He then joined the EPA to progress the amalgamation of the State's pollution control laws into a single piece of legislation now known as the Protection of the Environment Operations Act. Steve became the EPA's Manager Litigation in 1997 and Executive Director Legal Services in 2006.

Legal

Provides advice on legislation administered by OEH and the EPA relating to environment conservation and protection. Advice is also provided on the machinery of government, civil liability, property and other matters that affect the operations of OEH and the EPA.

Our customers

We are a customer-focused organisation. We build our customers' perspectives into the way we work and how we deliver services.

Who are they?

Our customer base is diverse and is reflected in the broad range of services we offer. On a daily basis we interact with individuals, households, businesses, farmers, local government, and state and federal government agencies to deliver environment and heritage services throughout NSW.

What do they expect from us?

In 2012 we undertook a customer service analysis. This allowed us to take a fresh look at who our customers were, what they expected from us and how well they thought we were performing.

For the most part, they were satisfied with the way we were doing our business. That being said, we also learnt that there were some areas where we could improve.

The analysis showed a significant change in how people expect to access information. It revealed that our customers would like us to be easier to access, and to clearly understand how we work. It also highlighted our customers' key expectations, and these are highlighted in the table below.

Customers' key expectations

You are easy to work with	You understand me	We work together	Your expertise and service add value	I know what to expect	I understand how you work
<ul style="list-style-type: none">• You are responsive• You are accessible to me• You provide a single (or right) point of contact• You are reliable, responsive and deliver on time• You let me know the timeframe	<ul style="list-style-type: none">• You support me• You tailor to my need• You minimise our cost• You understand my business• You support my business and business goals	<ul style="list-style-type: none">• We negotiate solutions together• We collaborate to achieve common goals	<ul style="list-style-type: none">• You provide expertise and best current information• You provide good information• You provide policy leadership• Your people are knowledgeable• You provide informed definitive answers	<ul style="list-style-type: none">• You consistently apply a set of principles that enable you to meet my needs• You are consistent in your decisions, your approach, the information you provide across all channels• You are professional• You are fair in your decision making process (based on a framework)	<ul style="list-style-type: none">• You are open and transparent

Source : extracted from 2012 Customer Analysis project



How will we meet their expectations?

We are repositioning our agency to improve our customer service. To achieve this goal we are setting customer service performance measures and building these into our corporate planning, reporting and performance management standards.

During the year we will implement one of our key innovations – the transition to a regionally-based service delivery model. This will provide customers with an integrated ‘one stop shop’ for all services other than those provided by national parks and reserves. These services will include education, community engagement, energy efficiency, Aboriginal and historic heritage, volunteering, environmental water management and private land conservation.

We will also be implementing the first stage of our Open OEH project. This will change the way we deliver data, information and services to the community. It will show people how to access the right information, in the right format and at the right time, and help them make informed decisions about their local environment and heritage.



Blue Mountains Winter Magic Festival. B. Bridger

Our approach

We take an integrated approach to what we do and how we plan for our future, aligning the needs of our community with our portfolio commitments, legislative responsibilities, government priorities and broader operating context.

The community and landscape of NSW

When planning and delivering services, we take into account the diverse, complex and often competing social, cultural and geographic needs of NSW and its many regions. There is no 'one size fits all' approach to the work we do – for example, coastal conservation in metropolitan communities is markedly different from the needs of farming towns in far western NSW.

As a customer-focused organisation, we work to balance the needs of current and future generations by planning for NSW's immediate and longer-term health, wellbeing and prosperity.

Our operating context

The key consideration when planning for services and allocating resources is to determine the operating context. While there are a number of factors, the key drivers are:

- **NSW 2021: A plan to make NSW number one** – outlines the Government's 10-year plan to rebuild the economy, return quality services, renovate infrastructure, strengthen our local environment and communities and restore accountability to Government.
- **NSW legislation** – defines what our statutory obligations are and prescribes how we are to fulfil these obligations.
- **Commission of Audit report** – makes whole-of-government recommendations to guide decision making and reform by the Government and public sector agencies.
- **National and state agreements, strategies and policies** – outline courses of action to achieve specific outcomes.

Our portfolio commitments

We work with other agencies in our portfolio to deliver environment and heritage outcomes for the people of NSW:

- **Portfolio vision:** To support the community to protect, strengthen and enjoy a healthy, productive environment and economy.
- **Portfolio areas of focus:** Heritage, tourism and visitation, land management, supporting communities and business reform.



NSW 2021

To make NSW number one again, we need to:

STRENGTHEN

our local environment and communities

MAKE IT EASIER

for people to be involved in their communities

PROTECT

our natural environment

ENSURE

that the state is ready to deal with major emergencies or natural disasters

FOSTER

opportunity and partnerships with Aboriginal people

REBUILD

the economy

INCREASE

opportunities for people to look after their own neighbourhoods and environments

RESTORE

accountability to government

ENHANCE

cultural, creative, sporting and recreational opportunities

RETURN

quality services

Getting the job done

Our strategic framework (pages 14 to 15) provides a clear link between our NSW 2021 commitments, our key result areas and our strategies for achieving results.

Our delivery plan outlines how our strategic framework will be implemented, and includes our main corporate priorities so that we can:

- achieve our key result areas
- deliver priorities and meet our NSW 2021 targets
- fulfil our statutory obligations
- build internal capability and capacity to perform effectively
- meet expected standards of service.



Our strategic framework

NSW 2021

Strengthen local environments and communities
Rebuild the economy
Return quality services
Restore accountability to government

Result areas	1 Our heritage is shared and celebrated	2 Increased tourism and visitation	3 Healthy and protected landscapes
Success measures	Our customers are satisfied We meet our NSW 2021 targets We deliver corporate priorities to expected standards	Our customers are satisfied We meet our NSW 2021 targets We deliver corporate priorities to expected standards	Our customers are satisfied We meet our NSW 2021 targets We deliver corporate priorities to expected standards
Strategies	1.1 Promote, protect and share Aboriginal culture and heritage 1.2 Conserve, revitalise, care for and enjoy places of yesteryear 1.3 Recognise and protect heritage assets for tomorrow 1.4 Increase active participation and volunteering in local heritage projects 1.5 Help people to identify, protect and conserve Aboriginal and historic heritage places, objects and values in landscapes	2.1 Increase visitor access and enjoyment of parks and reserves 2.2 Boost local economies through tourism and visitation 2.3 Stimulate and support new business opportunities	3.1 Enhance the care and management of national parks and reserves 3.2 Be a good neighbour 3.3 Protect life, property and environmental values from the impacts of fire 3.4 Improve human wellbeing and social equity, while significantly reducing environmental risks and supporting business, by fostering and promoting productive landscapes and encouraging sustainable developments 3.5 Protect native vegetation and wildlife, threatened species, and natural environmental assets 3.6 Deliver environmental water to targeted wetlands and floodplains 3.7 Support healthy rivers, wetlands, estuaries and coastal waters
Delivery	Our delivery plan outlines how our strategic framework will be implemented		

OUR VISION: To support the community to protect, strengthen and enjoy a healthy, productive environment and economy

- Goal 22 Protect our natural environment
- Goal 23 Increase opportunities for people to look after their own neighbourhoods and environments
- Goal 24 Make it easier for people to be involved in their communities

- Goal 26 Fostering opportunity and partnerships with Aboriginal people
- Goal 27 Enhance cultural, creative, sporting and recreation opportunities
- Goal 28 Ensure NSW is ready to deal with major emergencies and natural disasters

4 Thriving local communities and environments

Our customers are satisfied

We meet our NSW 2021 targets

We deliver corporate priorities to expected standards

5 Excellence in customer service and business reform

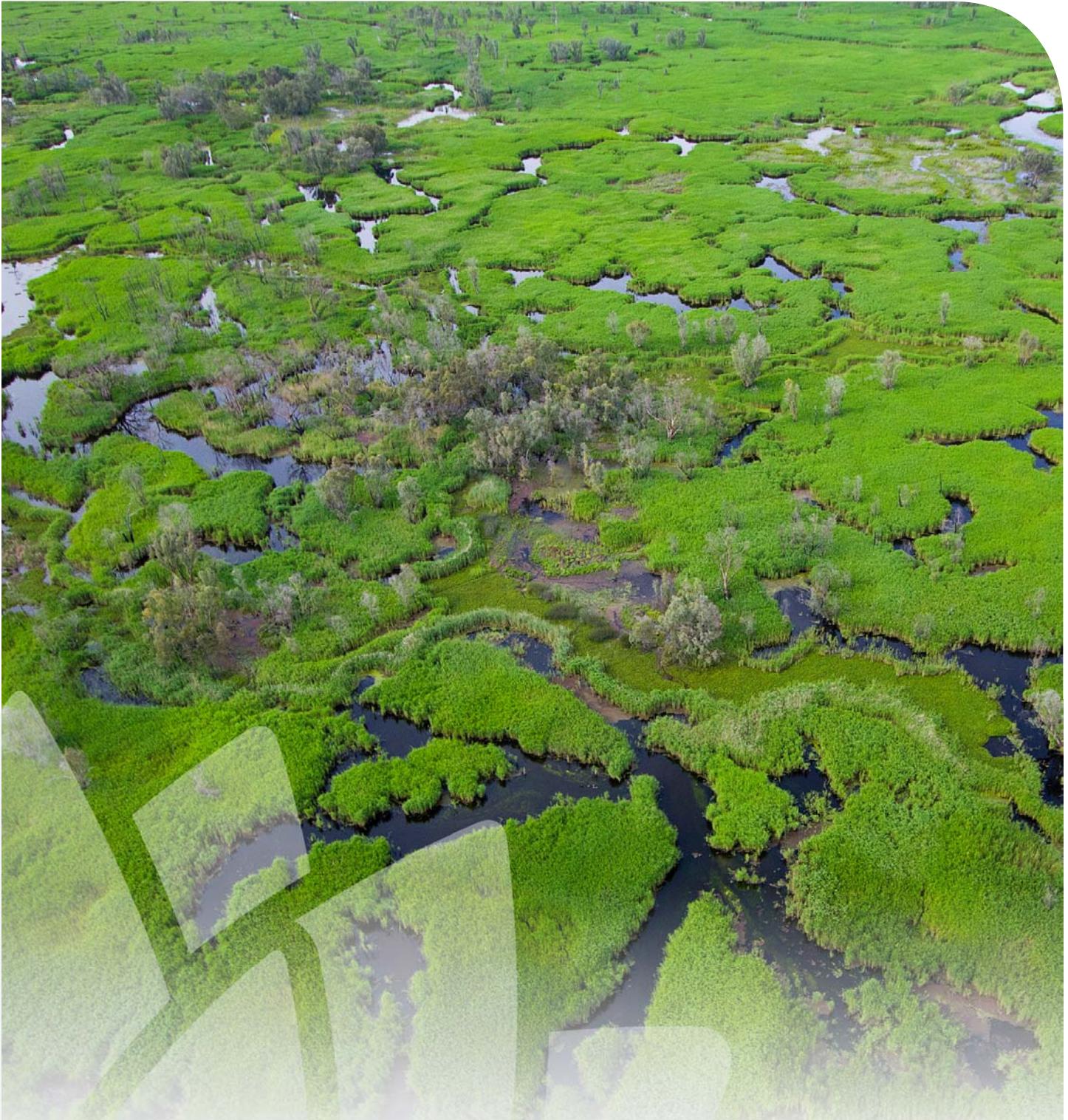
Our customers are satisfied

We use resources efficiently and effectively to deliver the best possible services

The community makes informed decisions and has easy access to accurate and meaningful information

- 4.1 Assist households, business and government to contain rising costs through efficient energy and water use, and renewable energy alternatives
- 4.2 Enhance people's access to useful environmental information and education so they can make informed choices about their environment
- 4.3 Increase active participation and volunteering in local environmental projects
- 4.4 Support and educate communities to conserve native animals and plants, threatened species and biodiversity
- 4.5 Empower landowners to enhance the productive use of their land through sustainable management of vegetation and biodiversity
- 4.6 Prepare communities and landholders for future environmental challenges and emergencies
- 4.7 Support communities and local government to manage current risks from coastal erosion and inundation

- 5.1 Be easy to work with and understand the needs of our customers, the community and business
- 5.2 Actively engage and partner with our customers, the community and business, to work together to achieve common goals and reduce red tape
- 5.3 Ensure our expertise and services add value, and that people know what to expect from us
- 5.4 Improve people's understanding of how we work by being open, transparent and accessible
- 5.5 Empower our staff to perform and innovate in a safe, ethical and healthy work environment
- 5.6 Foster a culture of high performance and accountability, allocating our resources effectively, and demonstrating a positive return for investing in environment and heritage outcomes
- 5.7 Ensure assets are fit-for-purpose and balance current and future service needs
- 5.8 Ensure decision-making is informed by rigorous science and best available social and economic information and knowledge
- 5.9 Support portfolio agencies by providing corporate and other essential services



Front cover photo: Murray Valley National Park.

D. Finnegan/OEH

Back cover photo: Macquarie Marshes. T. Rayner

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Office of Environment and Heritage
59 Goulburn Street, Sydney NSW 2000
PO Box A290, Sydney South NSW 1232

Phone: (02) 9995 5000 (switchboard)

Phone: 131 555 (environment information and publications requests)

Phone: 1300 361 967 (national parks, general environmental enquiries and publications requests)

Fax: (02) 9995 5999

TTY users: phone 133 677 then ask for 131 555

Speak and listen users: phone 1300 555 727 then ask for 131 555

Email: info@environment.nsw.gov.au

Website: www.environment.nsw.gov.au

Report pollution and environmental incidents

Environment Line: 131 555 (NSW only) or info@environment.nsw.gov.au

See also www.environment.nsw.gov.au

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