



The **OEH Corporate Plan** links the government's commitments and priorities, including NSW 2021, with the suite of OEH divisional and group business plans and corporate enabling plans.

Our plan sets the direction for the Office of Environment and Heritage (OEH) and is key to ensuring our efforts are focussed and aligned to achieve agreed strategic goals.

The key performance indicators measuring our success against the plan are incorporated into OEH divisional and group plans.

Performance is reported annually within the NSW Department of Premier and Cabinet Annual Report, the NSW 2021 Performance Report and the NSW Treasury Budget Paper 3.

Our Vision

Our environment and heritage is valued, protected, enjoyed and supports a prosperous and healthy NSW.

Our Purpose

To enrich life in NSW by helping the community to conserve and enjoy our environment and heritage.

Our Values

Central to the way we work are the four core values of the NSW public sector:

- service;
- integrity;
- trust; and
- accountability.

We promote and uphold these values both individually and as an organisation.

Our People

Our success is based on the experience and expertise of our people, our culture of achievement, a customer focus and our shared values. We set high standards for ourselves, work collaboratively, listen and accept accountability for what we do.



Our Role

- Conserve and care for national parks and reserves, biodiversity and threatened species.
- Encourage communities to experience and enjoy national parks and value their local environment.
- Promote, protect and share Aboriginal culture and heritage in partnership with Aboriginal people and local communities.
- Conserve, revitalise, care for and enjoy our historic heritage.
- Support economic development by promoting sustainable industries, tourism in protected areas, jobs and access to natural resources without devaluing the environment.
- Advise, support and educate communities, regions, industry and landholders on the environment and heritage.
- Help communities and businesses build resilience to climate change, environmental hazards and risks.
- Develop and lead reforms in biodiversity, native vegetation, Aboriginal, non-Aboriginal and shared heritage, energy efficiency, air and water quality, coastal protection and sustainability.
- Inform and provide assurance to governments, businesses, households and individuals that their activities are consistent with environmental and heritage protections.
- Provide expertise in partnership with local, state and federal government agencies to inform and support community and government decision making.

Our Approach

Taking the right approach to our work will help us optimise our strengths and transform challenges into opportunities.

In delivering our work we will:

- partner with communities, industry and all levels of government to share the care of our environment and heritage, and encourage informed decisions;
- focus on our customers by providing timely, consistent and accessible customer services across NSW;
- work to understand the needs of all who benefit from our services;
- identify opportunities to return as much decision making as possible to local communities;
- maintain environmental and heritage standards while also seeking to cut red tape;
- drive cost-effective delivery of environmental outcomes, including through market-based mechanisms;
- use the best-available evidence and rigorous scientific knowledge;
- be open and transparent;
- work collaboratively with local, state and federal governments; and
- implement best-practice governance and continue to meet our budget.



A woman in a dark tank top and shorts, wearing a hat, is walking on a narrow concrete path built into a steep, reddish-brown rock cliff. She is leaning against a black metal railing. The path curves along the edge of the cliff, overlooking a vast, deep valley filled with dense green forest. In the distance, more mountain ranges are visible under a hazy sky. The overall scene is one of natural beauty and adventure.

Our Challenges

There are a number of challenges for NSW and its people in managing the state's natural environment and heritage. Our priorities and ways of working with community, industry and government stakeholders will effectively meet these challenges.

1 Responding to increasing and competing demand for natural resources

NSW's population and economy continues to grow, increasing demand for and pressure on natural resources. To meet this challenge we will provide informed expert advice on environmental matters and effectively consider economic, social and environmental issues and outcomes in the design of our policies and programs. OEH will strategically support government, communities and industry in considering, developing and assessing solutions.



2 Meeting increasing community and industry expectations from government services

Communities and industry are well informed on environmental and heritage issues and increasingly expect more from government services and public assets. We will continue to monitor and understand community and industry needs and incorporate them into our services and programs. We will identify where we can meet these expectations most effectively and provide customer-focussed information, services and support to meet our stakeholders' expectations.

3 Building community and cross-sector collaboration

Effective environmental and heritage management depends on collaboration between government, industry and communities. Our priorities and new open approach promote collaboration, volunteering and an awareness of the importance of environmental health and sustainability, as well as how this contributes to a prosperous economy. Our work to ensure our Aboriginal and historic heritage is protected, celebrated and shared is based both on our respect for Aboriginal communities as the traditional owners and first custodians of our land and our collaboration with all those with a stake in our heritage.

4 Ensuring best use of information, knowledge and technology

Government, industry and the community need to make well-informed decisions to effectively manage the increasing and competing demands on our natural environment, heritage and resources. We will make the best use of scientific research, knowledge and technologies to ensure a strong evidence base for our policy and advice. Our work will incorporate local and traditional knowledge, where relevant, and strongly advance Open Government principles.

5 Developing a modern, agile and customer-focussed organisation

We face complex public policy challenges shared by multiple government agencies at local, state and federal levels. We continually review our priorities and ways of working to ensure the services we deliver across NSW are timely, consistent and accessible and proactively support NSW government outcomes. Our success will depend on the skills, flexibility and ability of our people to operate as a collaborative, accountable and customer-focussed organisation.

Our Goals & Strategic Intent

The Corporate Plan commits us to seven strategic goals that support the work of government and ensures that we are in the best position to do so.

Ensure vibrant natural assets for the health and prosperity of NSW

Healthy ecosystems provide essential services and functions supporting environmental, social and economic outcomes. To maintain this we will:

- actively manage and protect valued ecosystems, landscapes and places, such as national parks and floodplain wetlands;
- support agricultural production and healthy communities by maintaining our natural assets;
- promote integrated (cross-tenure) landscape management;
- encourage and create economic incentives for private land conservation; and
- secure priority threatened species and endangered ecological communities, and prioritise conservation investment.

Protect, celebrate and share our heritage

We will work in partnership and in consultation with Aboriginal people and local communities to:

- promote, protect and share Aboriginal culture and heritage;

- conserve, revitalise, care for and enjoy our historic heritage;
- increase active participation and volunteering in local heritage projects; and
- identify, protect and conserve Aboriginal and historic places, objects and values in landscapes.

Support economic development without devaluing the environment

To sustain current and future economic development by maintaining a resource base we will:

- facilitate access to natural resources (land, timber, minerals, gas) in balance with conservation, and encourage competition by minimising regulatory barriers to entry;
- support development by finding long-term solutions to land use conflicts;
- contribute environmental information to support regional planning outcomes;
- boost economic growth, regional employment and innovative, sustainable industries through eco-tourism, conservation partnerships and sustainable agriculture; and
- partner with industry in monitoring environmental standards and addressing adverse environmental impacts.



Help save the environment and money through efficient use of resources

To ensure we get the most value from our limited resources we will:

- inform and support landowners, businesses and individuals to more efficiently use energy, water and resources; and
- provide tools for people to choose better-designed buildings and public spaces.

Encourage communities to enjoy their national parks and value their local environment

Local communities take pride in their surroundings and care for them best. To support this we will:

- work with communities to protect the local environment and provide opportunities for everyone to enjoy it;
- foster volunteering and community-based stewardship programs;
- promote recreation, tourism and regional economic development through managing national parks and reserves;
- maximise return on investment and public asset use for the benefit of local and regional economies;
- build thriving local economies by encouraging regional business development partnerships based on natural assets and experiences;
- investigate models for local community management and new categories of public reserves; and
- explore new technologies and social media in conservation and recreation activities.

Build resilience to climate change and environmental hazards and risks

To minimise risks and costs to people and property, and enable our economy and environment to adapt as the climate changes, we will:

- build knowledge of regional- and local-scale climate change impacts;
- help business and the community prepare for and manage coastal erosion, floods and storm surges and work with emergency services and landholders to manage fire risk and fight bush fires;
- partner across tenures to take cost-effective action on threats such as pests and weeds; and
- collaborate with federal government and landholders to deliver environmental water to rivers and wetlands.

Become a more agile, effective, innovative and customer-focussed organisation

To better support our goals and strategic intent we will:

- develop and implement open, collaborative, transparent and accessible ways of working;
- provide rigorous science and best-available advice to support evidence-based decision making;
- support portfolio agencies by providing corporate and other essential services;
- ensure OEH is fiscally responsible and efficient;
- empower staff to perform and innovate in a safe, ethical and healthy work environment;
- foster a culture of high performance, customer focus, innovation and accountability;
- ensure assets are fit-for-purpose and balance current and future service needs; and
- develop and implement information technology and communication strategies and tools to support service delivery and collaboration.



Our Organisation

The Office of Environment and Heritage is a separate office within the NSW Department of Premier and Cabinet. Working with the community, OEH cares for and protects NSW's environment and heritage, which includes the natural environment, Aboriginal country, culture and heritage, and our built heritage. OEH also supports the community, business and government in protecting, strengthening and making the most of a healthy environment and economy in NSW. We also provide services and other support to: the Royal Botanic Gardens and Domain Trust; NSW Environmental Trust; Western Sydney Parkland Trust; Parramatta Park Trust; Centennial Park and Moore Park Trust; Historic Houses Trust; Taronga Conservation Society Australia; and the Environment Protection Authority (EPA).

OEH comprises eight functional areas:

Policy

Supports the Minister and OEH Executive by providing policy advice and leading the development of strategic policy. The division leads OEH's engagement in whole-of-government policy formation, Cabinet processes, legislative reforms and intergovernmental affairs.

National Parks and Wildlife Service (NPWS)

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

Customer Experience

Focuses on delivering a seamless experience to customers, whether they choose to phone, write an email, visit our websites or interact via social media. The division is responsible for meeting customer-oriented targets across all our channels and for implementing a strategy to overhaul and improve the ways we engage with our customers.

Regional Operations

Delivers integrated, customer-focussed services at both the regional and local level to strengthen communities and partnerships across NSW. This includes services, programs and grants to support: land use planning; threatened species; native vegetation; education; community engagement; energy efficiency; volunteering; environmental water management; coast and flood protection; compliance and enforcement; adapting to a changing climate; and private land conservation.

Heritage

Provides an integrated approach to conserving Aboriginal and non-Aboriginal heritage, and works with the community to list items on the State Heritage Register, declare Aboriginal Places and register state shipwrecks. The division assesses applications to change listed items, repatriates Aboriginal ancestral remains, administers grants for heritage conservation and provides secretariat services to the Heritage Council and the Aboriginal Cultural Heritage Advisory Committee.

Strategy, Performance and Services

Helps to set and communicate OEH's strategic approach, provides corporate support services to OEH and the OEH mini-cluster and oversees return on investment. The group supports Divisions and Groups to monitor priority programs and projects through the allocation of money, people, communications, project and program management expertise and corporate reporting.

Science

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

Legal

Delivers advice on legislation administered by OEH and the EPA relating to environment conservation and protection, as well as on matters affecting OEH and EPA operations. The division also conducts litigation on behalf of both OEH and the EPA.

Our Customers

A customer focus is central to the way we work and deliver our services. We ensure we connect with customers, monitor their views and satisfaction levels and build these perspectives into the development and delivery of our services.

Who are they?

The diversity of our customer base is reflected in the broad range of services we offer. Daily, we interact with individuals, households, businesses, landholders, farmers, local government and state and federal government agencies to deliver environment and heritage outcomes across NSW.

What do they expect from us?

Customer service research has shown a significant change in how people expect to access information. It has also highlighted our customers' key expectations.

Customers' key expectations:

- We are easy to work with
- We understand them
- We work together
- Our expertise and services add value
- They know what to expect
- They understand how we work

To ensure we meet these expectations and maintain high levels of customer satisfaction, one of our key strategic goals is to become a more agile, effective, innovative and customer-focussed organisation.

Five reasons why our customers come to OEH

- 1 For assurance that NSW's natural environment and heritage are effectively managed on their behalf – now and for the future.
- 2 For inspiring and informative experiences of nature and cultural heritage.
- 3 For effective advice and assurance that they are working within the required laws.
- 4 For collaboration and support in protecting and enjoying the natural environment and heritage within their own property, business or community.
- 5 For easy access to expertise that facilitates informed decision making about the environment and our heritage.

Our Whole-of-Government Contributions

OEH contributes to and supports NSW 2021, government commitments and regional action plans and also partners with other NSW government agencies to meet the government's NSW 2021 goals. The range of goals that OEH contributes to and supports includes:

Goal 4

Increase the competitiveness of doing business in NSW.

Goal 5

Place downward pressure on the cost of living.

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 partnership 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.

Goal 30

Restore trust in state and local government as a service provider.

Goal 31

Improve government transparency by increasing access to government information.

Goal 32

Involve the community in decision making on government policy, services and projects.

www.2021.nsw.gov.au

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