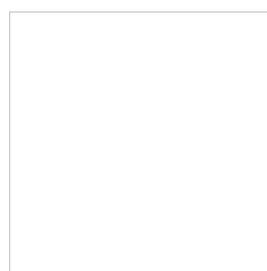
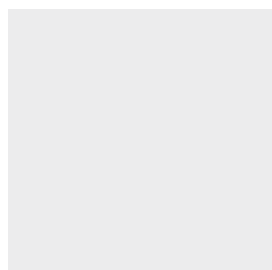
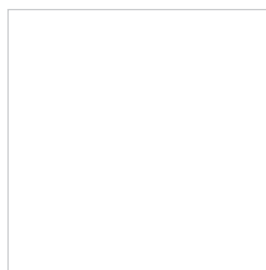
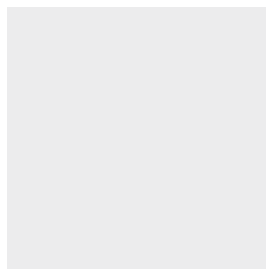
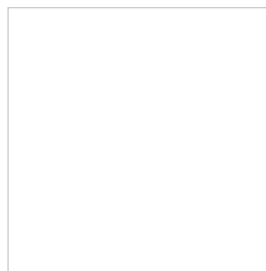


Annual Report

2003–04



The Hon. Bob Debus
Minister for the Environment
Parliament House
Macquarie Street
Sydney

Dear Minister

It is my pleasure to forward to you for presentation to the New South Wales Parliament the first Annual Report of the Department of Environment and Conservation (DEC), covering the period 1 July 2003 to 30 June 2004.

The report has been prepared in accordance with the provisions of the *Annual Reports (Departments) Act 1985*, the *Annual Reports (Statutory Bodies) Act 1984* and the *Public Finance and Audit Act 1983*. However, provision of the report has been delayed as DEC was unable to obtain a final audit opinion of our accounts until February 2005, due to complications associated with the establishment of DEC. Although we arranged for advice to be provided to the Treasurer, no formal extension of time was sought, as the likelihood of delay was not known until the period within which such extension may be approved had expired.

DEC has taken all possible steps to ensure the timely delivery of its first annual report. Our report on operations was completed to schedule, and DEC's financial statements were delivered to the Auditor General on time.

The DEC consolidated financial statements received an unqualified opinion from the Auditor General although the complications referred to above have resulted in a qualified audit opinion of the Environment Protection Authority (EPA) accounts, which form part of the consolidated DEC accounts for 2003–04. The qualified audit opinion is not a reflection of financial exposure, but relates to presentation of accounts, arising from the establishment of DEC. This issue is addressed in the financial statements provided in the body of this report.

Yours sincerely



LISA CORBYN
Director General

The images on the front cover reflect the Department's 10 focus areas, which form the basis of this report – see pages 10–11 for more information.

Top left to bottom right: DIPNR; B Cheers/DEC; B Cameron Smith/DEC; S Cottrell/DEC; DEC; DEC; DEC; DEC; G Roberson/DEC; H Lund/Tourism NSW.

Main cover image: D. Hardin/BGT.

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Overview

Our vision

A healthy environment cared for and enjoyed by the whole community and sustained for future generations

Our roles

- We manage natural and cultural heritage and deliver programs to assist in conservation and environment protection.
- We build knowledge, tools and policy frameworks to inform and improve decision-making by government and others.
- We influence behaviour throughout the community to help protect the environment.
- We regulate activities to protect the environment and conserve Aboriginal cultural heritage.

Our values

As individual staff, work teams and as a Department, we seek to:

- Protect the environment
- Respect Aboriginal culture and heritage
- Act with integrity
- Be transparent
- Act professionally
- Work collaboratively
- Be innovative.

Our approaches

- We influence the community's decision-making, including economic decisions, by providing up-to-date science and knowledge to improve the environment.
- We regulate activities according to the risk they pose to the environment, human health or Aboriginal cultural heritage.
- We work with our partners in all spheres of government, business and the community to develop and deliver environmental and conservation solutions.
- We strive for excellence in our management of natural and cultural heritage.
- We motivate and support people to be environmentally responsible and inspire new generations to learn more about conservation and the environment.
- We contribute to public debate about solutions to environmental and conservation problems.
- We respect the special relationship Aboriginal people have with the landscape and seek to incorporate their knowledge, insights and involvement in our conservation efforts.

Director General's Review



Pulling together the Annual Report for the new Department of Environment and Conservation (DEC) has highlighted what an unusual and challenging year this has been.

During the year, the staff of four agencies were brought under one umbrella and we entered a significant 'establishment' phase to forge a new Department. Six months into that phase, the mini-budget identified DEC as one of the restructured agencies that was also expected to contribute budget savings overall.

So this year our work has been broadly focused in three areas: progressing the restructuring and budget savings program; delivering on core services; and pursuing new environmental reforms.

To start, I want to acknowledge the excellent work of the formative agencies – the National Parks and Wildlife Service, Environment Protection Authority, Resource NSW and Botanic Gardens Trust – and all their people for their efforts during the first quarter of the year up until 24 September, when the Minister for the Environment announced the formation of DEC.

Secondly, I want to acknowledge the remarkable efforts of the staff who have continued to deliver on existing programs and commitments while all the changes have been taking place.

Establishing the new Department

The new Department has consolidated a wealth of knowledge, skills and depth of experience in environment and conservation policy, programs, science, land management and regulation. We are already seeing real benefits in delivering 'whole of environment' perspectives and solutions across the spectrum. We are working together with partners from other agencies, industry, universities and the community to bring forward innovative ideas and solve problems facing environment and conservation management.

But the year has not been without its challenges and difficult times. Change brings with it uncertainty and often a natural grieving for our former agencies and, in many cases, for valued colleagues of many years' standing who have chosen to take voluntary redundancy. Restructuring means integrating and learning new systems and new ways of doing things. There are always details that you take for granted until you realise they are no longer there.

The hallmark of this change to me, however, has been the determined and resilient approach that the people within the organisation have taken to the transition to the new Department and its important environment and conservation work. In particular, corporate services that we all rely on – human resources, finance, IT administration – deserve recognition. All these areas have worked hard to keep up a high standard of support, while at the same time meeting the challenge of setting the platform for integrating our systems. They all deserve our thanks.

Continued delivery of programs

Through all this we have delivered on a very wide range of important programs, such as the 2003 State of the Environment Report, finalising the handback of a historic site to the Aboriginal community at Mt Grenfell, the Culture and Heritage Action Plan for the Two Ways Together Aboriginal Affairs Strategy, and major legislative reviews, including of the Contaminated Land Management Act and the Protection of the Environment Operations Act, both of which were tabled in Parliament.

To improve management of the world-class reserve system in NSW, we began a new approach to State of the Parks reporting. The park estate has also had important additions in northern and western NSW.

Another highlight for the year was the signing of the Paroo River Agreement by the Premiers of NSW and Queensland to protect water flows in the river basin, which covers parts of both states.

Environmental reforms

Some major new environmental reforms this year included releasing the first Extended Producer Responsibility Priority Statement for industry to better manage its waste from cradle-to-grave, and proposing a new approach for protecting threatened species at a landscape scale. We also gave support for the new Catchment Management Authorities and Natural Resources Commission a high priority by refocusing the innovative tools and information we use to manage our own programs and estate to support natural resources reforms as well.

There are many people and organisations who have worked positively and constructively with us through all these changes. I would like to acknowledge the unions who have not only strived to represent their members but also to help us develop approaches to reduce the impacts of the changes on staff. I especially want to thank the Board of the Environment Protection Authority which continues to play a crucial and constructive role in providing independent regulatory decisions as well as sound strategic advice. Also my thanks to the National Parks and Wildlife Advisory Council and advisory committees, who continue to play a key role in our conservation planning and implementation, and the independent Board of Trustees of the Botanic Gardens Trust. All of these have engaged positively with the changes taking place.

Lastly, I express my admiration for the leadership and support of the Minister for the Environment, Bob Debus, who set the vision and positive approach for all these achievements.



LISA CORBYN
Director General

About DEC

Who we are

In September 2003, a number of agencies within the NSW environment portfolio were consolidated to create DEC. Staff from the National Parks and Wildlife Service (NPWS), Environment Protection Authority (EPA), Resource NSW and Botanic Gardens Trust (BGT) have come together in this new integrated Department.

While DEC provides a one-stop environmental shop, offering certainty to the NSW community about regulatory roles to protect the environment, we also recognise that many people strongly associate their experience of the natural environment with both NPWS and BGT, and with the EPA for pollution regulation. To this end, we still use the NPWS and BGT logos, signs and uniforms, particularly in circumstances familiar to the community.

The EPA, a name recognised world-wide, also still exists as a statutory entity, which retains its powers and a range of possible actions. In regulatory matters, DEC officers continue to act under the EPA's special powers and all legal documents and instruments, such as notices and licences, refer to the EPA.

While EPA staff have been incorporated into DEC, the EPA Board, created under the *Protection of the Environment Administration Act 1991*, continues to have certain statutory functions and powers. The Board has expertise in the environment, agriculture, industry and commerce, science, policy, regional issues, law and local government. It is independent of Government direction and approves significant prosecutions and exemptions under the *Protection of the Environment Operations Act 1997*.

Under the *Royal Botanic Gardens and Domain Trust Act 1980*, the Botanic Gardens Trust is also responsible to the Minister for the Environment through a Board of Trustees. The Trust's activities are reported in a separate annual report.

The Department also looks after the administration of the Environmental Trust and the Stormwater Trust.

The Environmental Trust is a statutory body chaired by the Minister for the Environment. It has four objectives: to support restoration and rehabilitation projects; to promote research into environmental problems of any kind; to promote environmental education; and to acquire land for the national parks estate. The Trust is funded by an annual appropriation from the Treasury and publishes its own annual report.

The Stormwater Trust was established to encourage and support better urban stormwater quality management to improve the condition of the state's urban waterways. This is being achieved through a combination of public education, urban stormwater management planning, piloting innovation and undertaking remedial actions.

What we do

DEC builds upon the individual successes of its constituent agencies by combining scientific knowledge, innovation, credible regulation and field experience to tackle priority environmental, natural and cultural heritage issues for NSW.

The Department works towards achieving a clean and healthy environment through its administration of environment protection legislation. This legislation covers air and water quality, contaminated land, noise control, pesticides, hazardous chemicals, dangerous goods, radiation and waste. The legislation sets out broad-ranging environment protection requirements as well as outlining specific roles for its implementation by agencies and local councils. DEC uses a range of means to achieve compliance with this legislation, including economic incentive schemes, regulation, enforcement, education, and monitoring and reporting.

The protection and management of Aboriginal sites, objects and places of special significance to Aboriginal people is a key role of the Department. We also manage historic places within the reserve system and acquire historic places of significance. Such culturally significant features are managed for conservation and the enjoyment of the people of NSW.

DEC is also responsible for conserving protected Australian animals and plants across the state and managing NSW national parks and reserves. This involves the continued improvement of the state's world-class reserve system and the identification, protection and management of wilderness.

A further role of the Department is to promote environmentally sustainable production, resource use and waste management. This involves the development, coordination and implementation of a range of strategies and programs, including education for industry and the community, and market development for recovered resources and recycled materials.

The Department also conducts biodiversity, plant and environmental research.

Our clients and stakeholders

Our clients and stakeholders include:

- the general public
- the EPA Board
- the National Parks and Wildlife Advisory Council and advisory committees
- state and commonwealth government agencies
- local government and their associations
- Aboriginal communities
- neighbours to parks and reserves
- Catchment Management Authorities
- industry, business and their associations
- tourism associations
- local, state and national conservation and environment groups
- education and training institutions
- recreational groups
- volunteers
- the media
- collaborators and recipients of our scientific data (research organisations, universities, students).

EPA Board



Back row (left to right):
Tony Wright, Gerry Bates,
Peter Prineas, Robert Junor,
David Harley (Chairman).

Front row (left to right):
Judy Henderson, Peter Woods,
Lisa Corbyn, Colleen Watts.

Absent: John Keniry.

Chairman's report

This year has been one of change in the relationship of the Environment Protection Authority Board to the Department. The statutory body corporate of the EPA remains, providing the important authority under which regulatory actions relating to environment protection legislation are taken. The Board plays an important role in advising the Minister on environmental policy and programs and taking regulatory decisions in relation to serious prosecutions.

The EPA Board considers that the broader role of the Department and the integration across environment and conservation issues will significantly benefit environment protection in NSW. This year the EPA Board considered a broad range of environmental programs:

- *Environmental compliance approaches*, including industry sector and load-based licensing audit programs, specific campaigns and the licence review program
- *NSW State of the Environment 2003* released in December 2003
- *Hazardous substances and emergency response* including hazardous materials transport, regulation of pesticides use in NSW and our preparedness in responding to counter terrorism and emergency incidents
- *Air policy initiatives* including the development of national environment protection measures, local air improvement programs, the regulation of motorway tunnels and preparation for the 2004 Clean Air Forum

- *Waste initiatives*, in particular the finalisation and February 2004 launch of the Extended Producer Responsibility statement.

The Board has a statutory role to consider and approve the commencement of Tier 1 prosecutions under the *Protection of the Environment Operations Act 1997*. These are the most serious environmental prosecutions and can attract a gaol penalty. The Board is able to send a clear message to industry that breaches of environmental legislation will be taken seriously. During 2003–04, the Board consented to the EPA commencing Tier 1 proceedings in relation to the illegal disposal of used tyres.

On behalf of the Board, I would like to thank the Director General and staff of the Department for their continued commitment and professionalism and Bob Debus, the Minister for the Environment, for his broad vision and direction in protecting the NSW environment.

DAVID HARLEY
Chairman

Executive and organisational structure

Our Executive

At June 2004, the DEC Executive, our peak decision-making body, comprised our Director General and 12 of our most senior officers from across the organisation.



DEC's Executive. Back row (left to right): Jason Ardler, Executive Director, Cultural Heritage Division; John O'Gorman, Director Northern, Parks and Wildlife Division; Sally Barnes, Executive Director, Strategy, Communication and Governance Division; Joe Woodward, Executive Director, Operations; Arthur Diakos, Executive Director, Corporate Services Division; Jim Booth, Executive Director, Policy and Science Division.

Front row (left to right): Tony Fleming, Deputy Director General, Parks and Wildlife Division; Simon Smith, Deputy Director General, Environment Protection and Regulation Division; Tim Rogers, Executive Director, Sustainability Programs Division; Tim Entwisle, Executive Director, Botanic Gardens Trust; Lisa Corbyn, Director General.

Absent: Donna Campbell, Executive Director, Legal Services; Jill Pattison, Executive Officer.

Corporate structure

Director General

Lisa Corbyn

Corporate Services Division

Executive Director
Arthur Diakos

- Human Resources Branch
- Finance Branch
- Information Technology and Services

Cultural Heritage Division

Executive Director
Jason Ardler

- Policy and Planning Section
- Research Section
- Information Systems and Programs Section
- Strategic and Management Services Section
- Aboriginal Heritage Operations Branch

Environment Protection and Regulation Division

Deputy Director General
Simon Smith

- Reform and Compliance Branch
- Specialised Regulation Branch
- Regional Operations

Parks and Wildlife Division

Deputy Director General
Tony Fleming

- Reserve and Wildlife Conservation Branch
- Central Branch
- Northern Branch
- Southern Branch
- Western Branch

Policy and Science Division

Executive Director
Jim Booth

- Environment and Conservation Policy Branch
- Environment and Conservation Science Branch
- Strategic Policy Section

Strategy, Communication and Governance Division

Executive Director
Sally Barnes

- Public Affairs Branch
- Information and Publishing Branch
- Corporate Governance Branch
- Ministerial and Parliamentary Services Branch
- Legal Services Branch
- Executive Services Branch

Sustainability Programs Division

Executive Director
Tim Rogers

- Frameworks and Product Stewardship Branch
- Education Services and Community Programs Branch
- Local Government and Resource Recovery Branch

Botanic Gardens Trust

Executive Director
Tim Entwisle

- Botanic Gardens and Public Programs Branch
- Plant Sciences Branch
- Communications and Marketing Branch
- Finance and Business Services Branch

Highlights and challenges of 2003–04

Protecting ecological and human health

Principal outcomes

1. \$660,000 in grants provided to local communities under the Local Air Improvement Program, including funding for innovative council projects assessing the environmental benefit of biodiesel, the first of its kind in Australian conditions (page 15)
2. Uniform standard for beach water quality monitoring extended beyond Sydney, Newcastle and Wollongong to other NSW coastal councils. DEC training on water monitoring techniques rated as very good or excellent by 84% of staff from 23 participating councils (page 17)
3. Contribution, through the DEC Director General's role as Deputy Commissioner, to the Murray–Darling Basin Commission's historic decision to recover 500 gigalitres of water for the environmental health of the Murray River, setting the precedent for recognising both irrigator and environmental needs for water (page 18)
4. Capacity to reuse treated effluent in an environmentally sound manner established through licence conditions for non-potable uses for Sydney Water Corporation (page 18)
5. Industry required to sign 450 new binding pollution reduction programs to improve air and water quality. Completed the state's largest private sector improvement, costing BlueScope Steel \$93 million to clean up emissions at its Port Kembla sinter plant (page 19)
6. First auction of credits in the Hunter River Salinity Trading Scheme disposed of all 200 credits across 10 bidders, raising funds to offset the scheme's operating costs and ensure credits are available to new industries (page 22)
7. South Creek Nutrient Offset Scheme launched in western Sydney to trial actions by developers to offset pollution from new developments (page 22)
8. Over 500 tonnes of chemicals collected for safe disposal through our Household Chemical Clean Out program, involving 4700 people attending 59 DEC information events (page 23)

Key challenges

1. Maintaining the motivation of householders to be responsible with chemicals, following our first household chemical collection program (page 24)
2. Ensuring load-based licensing sets sufficient incentives for licensees to reduce their emissions and continue to improve their compliance reporting (page 21)

Conserving natural and cultural values across the landscape

Principal outcomes

1. Development of information tailored to each Catchment Management Authority and establishment of key contacts in DEC (page 30)
2. Over 140,000 hectares of additional private land dedicated for conservation or wildlife protection, bringing the total to 1.7 million ha across the state (page 31)
3. Reform of threatened species legislation commenced (page 32)
4. 35 post-colonial Aboriginal settlement sites, including reserves and fringe camps, called 'living places', recorded and surveyed (page 39)
5. Awareness of Aboriginal women's heritage improved through two new books launched by DEC (page 39)
6. 48,932 hectares of parks and reserves gazetted, including 19,951 ha of national parks, 2826 ha of nature reserves and 26,171 ha of state conservation areas, taking the total to 6 million ha (page 40)
7. 41 new plans of management adopted, covering 47 parks and reserves (page 41)
8. All NSW national parks surveyed under the State of the Parks program to establish a framework for a state-wide monitoring and data collection program, the largest of its kind in the world (page 42)
9. 35 fire management strategies adopted, more than doubling those in place and bringing total reserve area covered by a strategy to over 1.6 million hectares, with a further 32 draft strategies out for public comment (page 44)
10. Hazard reduction burning conducted on 65,451 hectares of public and private land, a 50% increase from 2002–03 (page 44)
11. 100 DEC staff trained to facilitate community involvement in decision-making for park planning, bringing the total trained to 260 (page 46)
12. 40 projects on 34 historic places and landscapes undertaken under the \$2 million Heritage Assets Maintenance Program (page 46)

Key challenges

1. Reviewing the first survey of the State of the Parks program and developing appropriate reporting measures (page 42)
2. Building effective partnerships, resource agreements and relationships to support biodiversity conservation across the NSW landscape (page 30)
3. Working with the community to build a framework for ecologically sustainable and culturally appropriate visitation for the parks system (page 45)

Sustainable consumption, production, resource use and waste management

Principal outcomes

1. First progress report against the DEC-led Waste Avoidance and Resource Recovery Strategy demonstrated the strategy is having an impact: 7% reduction in total waste disposed of in Sydney since 2000; annual household recycling in Sydney increased to 92 kilograms per person from 84 kg in 2000; and recovery of organics up by 25% since 1998 (page 52)
2. World-leading study of life cycle assessment and benefits of organics recycling released in March 2004 (page 53)
3. DEC-commissioned research on kerbside recycling systems found that the environmental benefits of kerbside recycling outweigh the cost of providing the service (page 53)
4. 25 tonnes of recyclables recovered in the first six-month trial of a new public place recycling system at six major national parks, with visitor use of the system increasing from 36% to 67% (page 54)
5. 70% of NSW councils attend DEC workshops to learn about implementing the *Our environment – It's a living thing* campaign locally, with \$1.5 million awarded to 70 councils to fund projects (page 55)
6. Comprehensive information on the health of the environment provided to the community through the fifth triennial State of the Environment Report (page 55)
7. The first NSW Extended Producer Responsibility Priority Statement released in March 2004, identifying 16 priority waste products for manufacturers to address, including televisions, tyres and computers (page 56)

Key challenges

1. Building on progress to date under the Waste Avoidance and Resource Recovery Strategy 2003 (page 52)
2. Continuing to make steady progress in each sector under Extended Producer Responsibility schemes will require industry involvement and national consultation (page 56)

A credible, efficient and effective organisation

Principal outcomes

1. Successful delivery of a broad range of results and services (see chapters 2–4) while managing a complex process of reviewing and establishing DEC-wide systems for human resources, finance and information technology (page 60)
2. Directions set for the new DEC by launch of an Establishment Plan in December 2003, and achievements monitored through regular reports to staff (page 60)
3. Improved efficiency in responding to land-use planning applications by a whole-of-DEC process (page 61)
4. Delivered DEC's first Results and Services Plan to Treasury in October 2003 within weeks of the Department's formation, including DEC input to state government budgetary processes (page 65)
5. Reduced our environmental impact with nearly 6% of DEC fleet using hybrid technology, far exceeding the 1% government target (page 67)
6. Completion of state-of-the-art laboratories, ensuring rigorous scientific work to underpin service delivery and saving an estimated 30% on energy costs compared with conventional technologies (page 67)
7. Received the Treasury-Managed Fund Risk Management Award for Excellence in the field of occupational health and safety (OHS) for the former NPWS OHS Risk Management System (page 69)

Key challenges

1. Overcoming diverse and complex information technology and infrastructural differences to establish Department-wide systems (page 60)
2. In light of budget savings, reviewing, reassessing and managing workload across the agency (page 60)
3. Addressing shortfalls in meeting government targets for equal employment opportunities, including staff representation of women, people whose first language was not English and people with a disability (page 69)

Performance summary

Our goals and focus areas

At 30 June, the 2004–06 Corporate Plan for the new Department had been drafted, drawing on the plans of the former agencies, and was undergoing internal and external review. DEC's four primary goals, which form the backbone of the following chapters, reflect the draft Corporate Plan, DEC's first Results and Services Plan to Treasury and the Establishment Plan we produced in December 2003. For more information, see page 65.

Reporting on our performance

This first Annual Report for DEC combines the achievements of the former National Parks and Wildlife Service, Environment Protection Authority and Resource NSW in the period to 24 September 2003, when the Department was formed. The indicators we are using to measure our performance, and the principal outcomes and key challenges in achieving our four corporate goals set out in this report, reflect the priorities of the new Department and our commitment to the ongoing programs and partnerships of the former agencies.

Note the Botanic Gardens Trust prepares its own separate report.

Our performance indicators

Protecting ecological and human health

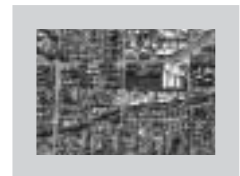
A clean and healthy environment

- Percentage of time valid air quality data available from DEC monitoring network (page 14)
- Estimated volatile organic compound emissions to the Greater Metropolitan Region airshed following our Memorandum of Understanding with the fuel industry (page 15)
- Pollutant Load Indicator for total assessable air and water pollutants from premises licensed under load-based licensing (page 16)
- Number of new pollution reduction programs (PRPs) negotiated with licensees (page 19)
- Number of prosecutions completed under EPA legislation, percentage successful and value of fines awarded (page 20)
- Number and value of penalty infringement notices issued by DEC under EPA legislation (page 21)
- Number of regulatory actions under the Contaminated Land Management Act (page 24)
- Number of hazardous materials incidents where DEC provided on-site technical or clean-up advice (page 25)



Improving community well-being

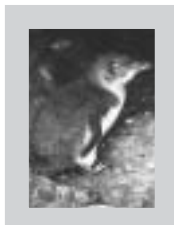
- Percentage of Pollution Line incident reports about issues relating to air quality, odours or noise from regulated premises (page 26)
- Percentage of general terms of approval for Integrated Development Approval processes issued by DEC to consent authorities within statutory time frames (page 28)



Conserving natural and cultural values across the landscape

Protecting and restoring biodiversity

- Area of private land in NSW managed by landholders for conservation outcomes in programs managed by DEC (includes voluntary conservation agreements and wildlife refuges) (page 31)
- Number of threatened species, endangered populations and ecological communities and key threatening processes for which a recovery and/or threat abatement plan has been prepared or initiated (page 32)



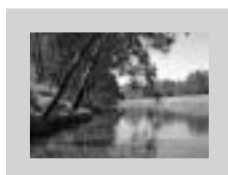
Protecting Aboriginal cultural heritage

- Number of Aboriginal remains and collections of cultural material held under the National Parks and Wildlife Act repatriated to Aboriginal communities (page 37)
- Number of Aboriginal place declarations (for sites of Aboriginal cultural significance) made under NSW National Parks and Wildlife Act (page 38)



Managing and improving the reserve system

- Number of national parks, historic sites and nature reserves covered by a plan of management or where a draft plan has been on exhibition (page 40)
- Area of land managed by DEC for conservation outcomes (page 41)
- Number of formal agreements with Aboriginal communities for co-management of protected areas (page 43)
- Number of fire management strategies (adopted and being finalised) (page 44)
- Number of historic heritage sites where conservation works have been undertaken (page 47)



Sustainable public use of the reserve system

- Number of participants in *Discovery* education programs and percentage satisfied (page 49)



Sustainable consumption, production, resource use and waste management

Improving resource conservation

- Change in waste disposed of to landfill in the Greater Sydney Region under DEC management of the Waste Avoidance and Resource Recovery Strategy (page 53)
- Number of requests for information to Pollution Line and National Parks Centre (page 55)
- Total visits to EPA and NPWS websites (page 56)



Government leadership in sustainability

- Percentage of products with recycled content purchased by NSW agencies as reported under the WRAPP program (page 57)
- Percentage of waste recycled by NSW agencies as reported under the WRAPP program (page 58)



A credible, efficient and effective organisation

- Percentage of FOI requests granted by DEC that provide 80% or more of requested information (page 66)
- Number and value of reported DEC staff accidents and workers' compensation claims (page 68)
- Percentage of DEC staff representation for EEO groups (page 69)



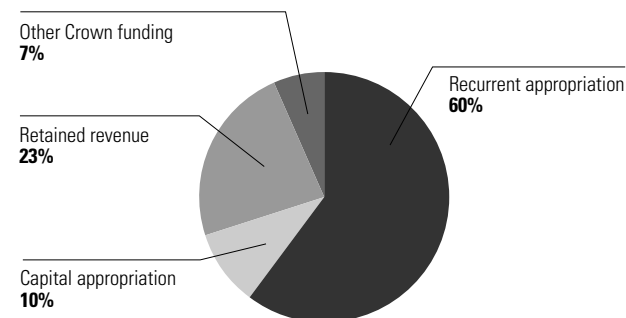
Financial summary

This overview of the financial performance of DEC's financial operations for 2003–04 should be read in conjunction with the accompanying financial statements and related notes (pages 73 to 137). The report provides a separate financial statement in relation to the EPA Board.

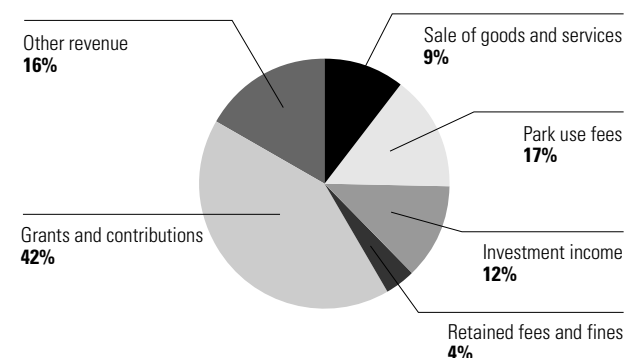
The net cost of services is the cost to the NSW Government of DEC services and is derived by deducting the total retained revenue from total expenses and adding/deducting any loss/gain on the sale of non-current assets (see note 4, page 90). Our operations resulted in total expenses of \$339.04 million, total retained revenue of \$67.74 million, with a net cost of services of \$271.31 million.

In addition, DEC collected revenue on behalf of the NSW Government amounting to \$97.62 million, which contributes to Crown revenue.

Sources of revenue 2003–04
(Total revenue: \$293.685 million)



Sources of retained revenue 2003–04
(Total retained revenue: \$67.739 million)

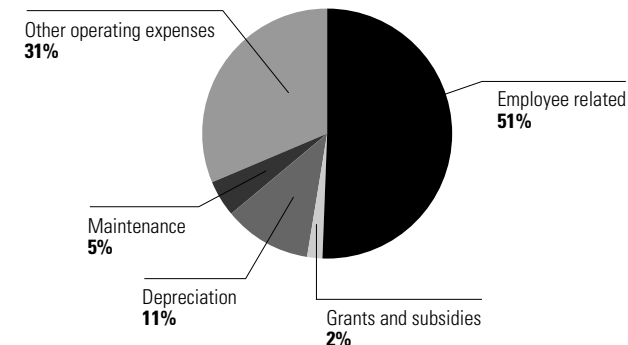


How we use our resources

DEC was formed in September 2003, combining the financial operations of the National Parks and Wildlife Service, Environment Protection Authority and Resource NSW. Throughout the remainder of the financial year, the structure, staffing and resources of the new Department continued to change, and at 30 June 2004 this restructure was being finalised.

The following pie charts provide a snapshot of where DEC revenue came from and how it was allocated in 2003–04. The figures in the charts are the first for the new Department. The net cost of services graph is based on the new DEC programs.

Allocation of total expenses 2003–04
(Total expenses: \$339.041 million)



2003–04 Programs – Net Cost of Services

