



# OUR **BIG** OPPORTUNITY

Our new structure focused on enabling a more  
**collaborative, effective and purposeful** organisation.

## What is the change?

A new structure focused on enabling a more **collaborative, effective and purposeful** organisation.

## What are we consulting on?

The foundations of the new structure presented today are not proposed to change but we are keen for your feedback on **how we implement**, as well as understanding any broader concerns you may have.

**You are the experts on the ground and in the room,** and we want to make sure this will work across all teams.

## Why the change?

We are living in a time where environmental issues are more prominent than ever before.

As both a regulator and steward of the NSW environment this presents us with diverse challenges and opportunities.

Your feedback told us **our current structure hasn't allowed us to fully embrace our strengths** as an organisation, as teams and as individuals.

**You helped us to identify our pain points** with room to reduce duplication of work, improve connections, and better align our efforts to our purpose.

This is the new structure. **You are the experts on the ground and in the room**, and we want to make sure this can work across all our teams through consultation.

## What will the change achieve?

To address the pain points the new structure will:

- **Improve** the tools and systems we use in our roles
- **Focus** on longer term strategies and policies, starting with enabling our climate change work
- **Harness** technical and subject matter expertise both in our strategic work and in our operational delivery
- **Build** a more connected culture and way of working to support the best outcomes for ourselves and for the community
- **Deliver** and manage our larger scale projects more effectively
- **Enable** and support an integrated approach to stakeholder engagement

This new structure aims to position us to successfully grasp the opportunities of the future and protect tomorrow together.

# REBUILDING OUR DIVISIONS FOR ENVIRONMENT PROTECTION

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**STRATEGY  
& POLICY**

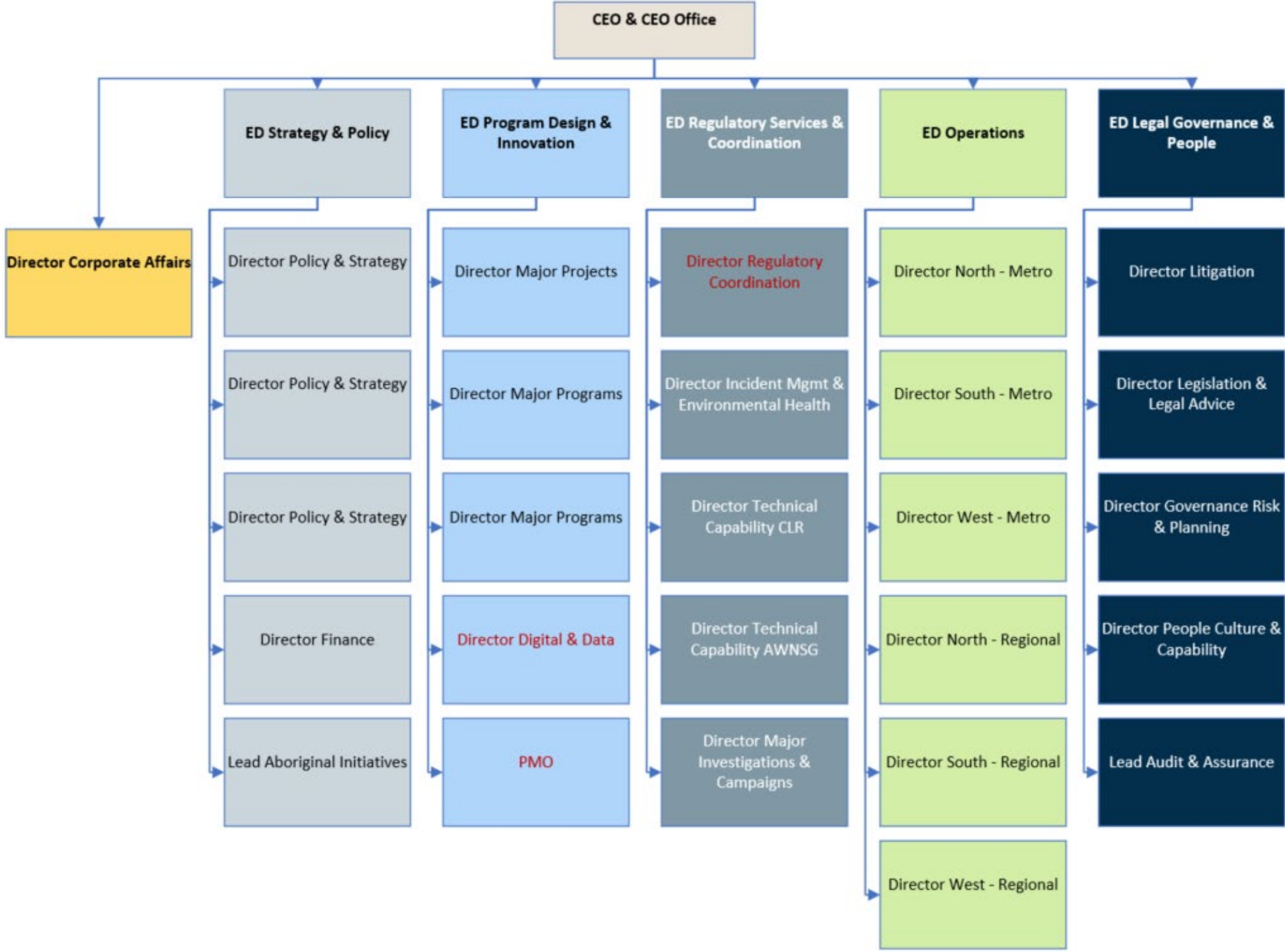
**LEGAL  
GOVERNANCE  
& PEOPLE**

**PROGRAM DESIGN  
& INNOVATION**

**REGULATORY  
SERVICES &  
CO-ORDINATION**

**OPERATIONS**

**OFFICE OF THE CEO  
& CORPORATE AFFAIRS**



# STRATEGY & POLICY

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We are building a **Strategy and Policy** division to enhance our strategic capability for medium to long term planning.

## RATIONALE

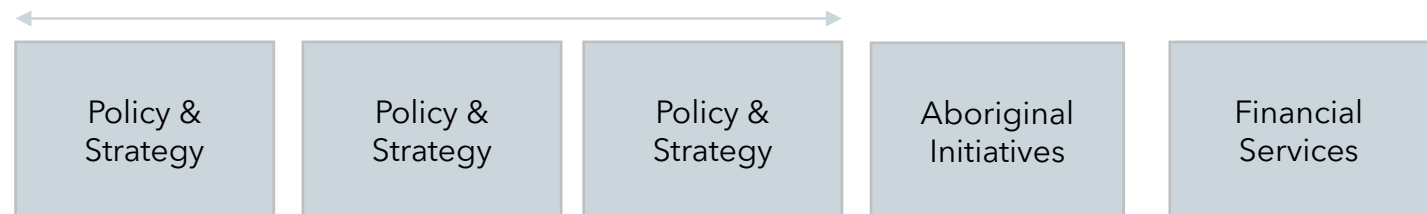
This division brings together existing teams from across the business and some new specialised teams to focus on delivering strategic and policy outcomes, allowing them to coordinate more effectively and removing previous siloes.

They will serve as our go-to team for all strategy and policy design, implementation and advisory activities.

They will integrate technical expertise, First Nations knowledge of country, economic modelling, current and future funding opportunities to inform our strategic planning and policy development.

## WHAT'S CHANGING

- The **Director of Financial Services** will ensure our finances are in order for today and to deliver on longer term strategy.
- We will have **three teams** dedicated to policy and strategy enabling our focus on our immediate policy priorities and mid to long term strategic policy. They will collaborate across the EPA and draw on the value and experience of our operations, programs and our technical expertise.



# STRATEGY & POLICY

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## CORE FOCUS AREAS

### POLICY DEVELOPMENT

Bring strategic priorities to life through policy to positively impact environmental health.

### STRATEGY PLANNING

Leverage modelling and insights to create the vision and strategic plans for the NSW Government agenda.

### FINANCE MANAGEMENT

Oversee the finance and funding management for the whole of EPA.

### ENVIRONMENTAL ADVOCACY

Build and grow our stewardship approach and advocate for our environment through our expertise, guidance & insights.

### STRATEGY EXECUTION

Oversee strategy execution iterating on priorities and direction as insights or stakeholders require change.

### INTERGOV RELATIONS

Provide intergovernmental Coordination including Environmental Management groups, Heads of EPA and National Asbestos Coordination Committee.



# PROGRAM DESIGN & INNOVATION

## The new **Program Design & Innovation**

division will plan, inform insights, prioritise and deliver our programs.

## RATIONALE

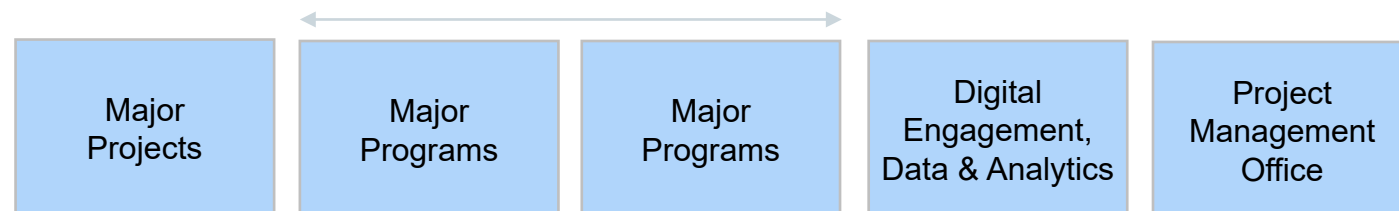
This division will include a new project management office and incorporate contracts and commercial management, supporting how we shape our programs and enable our regulatory delivery.

They will ensure our programs and projects are aligning with Government set targets to help enable a circular NSW.

We are investing through this division in how we prioritise our work and deliver outcomes including how we use data and systems to enable you and our community.

## WHAT'S CHANGING

- We will be consolidating existing capabilities under **Digital Engagement, Data and Analytics** to recognise the critical role these functions play today and in the future.
- We are investing in a new **Project Management Office**. They will be tasked with helping our teams to plan, resource, and deliver projects across the organisation.
- Our **major projects and initiatives** delivery will now be working within this division to connect to other colleagues charged with some of our biggest initiatives.



# PROGRAM DESIGN & INNOVATION

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The new **Program Design & Innovation** division will plan, inform insights, prioritise and deliver our programs.

## CORE FOCUS AREAS

### PMO

Own the co-ordination, management and delivery of strategic environmental initiatives and programs.

### CIRCULAR PROGRAMS

Delivering programs and schemes to achieve a circular economy.

### DATA & ANALYTICS

As a continued focus for the EPA our data and insights will enable us to deliver our regulatory programs and strategy.

### GRANT MANAGEMENT

Management of grant programs and growing commercial and contract management capability.

### DIGITAL MANAGEMENT

Manage the Information Technology platforms and approaches for you, our stakeholders and our customers.

# REGULATORY SERVICES & COORDINATION

## The new **Regulatory Services & Coordination**

division brings all our regulatory coordination, workflow and workforce management under the one roof.

## RATIONALE

This division will enable better coordination and support our regulatory delivery.

With an increasing number of environmental incidents, campaigns and investigations we are required to respond with focus and flexibility.

We also want our technical experts enabled to bring to life our regulatory delivery, including working closely with operations to ensure our responses to all incidents are informed and holistic.

## WHAT'S CHANGING

- **Incident Management and Environmental Health** will join Regulatory Services and Coordination from our Operations division to further support a higher-level view of our incident responses.
- **Environmental Solutions teams have been renamed Technical CLR and AWNSG** to better reflect the role they play in our organisation. No changes have been made to their scope of work.
- Our new **Regulatory Practice & Coordination** team will support the regulatory operations office to focus our workflow, responsiveness and continuous improvement of regulatory delivery.
- We are bringing together **Major Investigations and Campaigns** branch enabling us to flex up and give focus.

Regulatory  
Practice &  
Coordination

Incident  
Management &  
Environmental  
Health

Technical  
CLR

Technical  
AWNSG

Major  
Investigations  
& Campaigns

# REGULATORY SERVICES & COORDINATION

## The new **Regulatory Services & Coordination**

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## CORE FOCUS AREAS

### OPERATIONS WORKFLOW

Create and continuously improve the ways of working for operations ensuring alignment with current policies and programs underway.

### INVESTIGATION MANAGEMENT

Manage major investigations and campaigns across the organisation and continue to focus on capability uplift.

### OPERATIONS EDUCATION & SUPPORT

Educate operations, supporting and uplifting the knowledge and capability of the regulatory operations teams and all EPA.

### PROJECT DELIVERY COORDINATION

Workforce planning to coordinate the consistent, efficient and effective delivery of regulatory operations.

### INCIDENT MANAGEMENT

Manage incidents to ensure the minimisation of environmental and human health impact.

### CONTACT CENTRE

Engage our contact centre enabling a customer and service focus.

# OPERATIONS

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We're bringing our **Operations** teams together as one division focused on regulatory delivery protecting all NSW from environment harm.

## RATIONALE

A larger, single operations division supports reduced duplication of work. It ensures alignment of goals within our field teams and improves our ability to coordinate across the state.

We want operations to be aligned and our stakeholders to have a clearer understanding of our role on the ground.

## WHAT'S CHANGING

- Our **Incident Management and Environmental Health** teams will move to our new Regulatory Services & Coordination division with the purpose of driving our incident identification and response.
- Our **Major Compliance and Investigations** team will be moved to the Regulatory Services & Coordination division and incorporate an increased focus on campaigns.

North Metro

South Metro

West Metro

North Regional

South Regional

West Regional

# OPERATIONS

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We're bringing our **Operations** teams together as one division focused on regulatory delivery protecting all NSW from environment harm.

## CORE FOCUS AREAS

### OPERATIONS DELIVERY

Deliver regulatory operations services with a seamless stakeholder journey, from initial contact through to engagement in the field.

### PROJECT DELIVERY

Deliver current regulatory operations projects through solving environmental problems including recommending policy and strategy changes.

### TREND ANALYSIS

Analysing themes and trends to build insights that inform regulatory thinking and decision-making.

### TECHNICAL EXPERTISE

Leverage technical expertise to assist with problem identification and problem solving in the field.

### REGULATORY FUNCTIONS DELIVERY

Delivery of our regulatory function including compliance, investigations and annual returns.

# LEGAL GOVERNANCE & PEOPLE

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Our **Legal, Governance and People** division will continue to enable our teams to effectively deliver, grow and manage our EPA priorities.

## RATIONALE

The Legal, Governance & People division will remain largely unchanged with exception of the name change encapsulating the changes made earlier this year.

The office will continue to support our teams through areas such as legal and litigation programs, insights and minimising the risk for the EPA.

We have also added *people* to our title to reflect our commitment and investment in people and culture enabling a safe and healthy workplace.

## WHAT'S CHANGING

- We will continue to embed the **Governance Risk and Planning** team practices into and across the division however the continuous improvement team we are looking to move to the Program Delivery and Innovation division
- We are developing our **Strategic Coordination Unit** and giving focus to our internal governance structures and strengthening our empathy and tone for our diverse stakeholders

Litigation

Legislation &  
Legal Advice

Governance  
Risk &  
Planning

People, Culture  
& Capability

Strategic  
Co-ordination  
Unit

Audit &  
Assurance

# LEGAL GOVERNANCE & PEOPLE

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Our **Legal, Governance and People** division will continue to enable our teams to effectively deliver, grow and manage our EPA priorities.

## CORE FOCUS AREAS

### LEGISLATIVE & LEGAL ADVICE

Provide legal advice and guidance for strategy and policy including leading EPA prosecutions for regulatory breaches.

### COMMUNICATIONS & REPORTING

Manage Internal Secretariat, Ministerial Communications including SOE reporting.

### RESOURCE MANAGEMENT

Manage the enabling of key resources including fleet, property and digital assets.

### COMPLIANCE & RISK MANAGEMENT

Manage compliance, corporate risk, governance, audit and assurance.

### PEOPLE & TALENT

Manage our people and talent including workforce management, recruitment, WHS & capability development.

### SHARED SERVICES MANAGEMENT

Coordinate oversight of shared services partnerships with cluster including IT Facilities, HR & Finance.



# CORPORATE AFFAIRS

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Our **Corporate Affairs** branch will remain in the **Office of the CEO** with an integrated approach to all our communications with stakeholders across campaigns, marketing, media and stories.

## RATIONALE

The new corporate affairs branch will speak to the priorities of external and internal stakeholders, advising and balancing the concerns of each.

The branch will enhance the consistency and authenticity of voice that underpins high quality, long-term relationships and avoids reputational risk.

A highly-connected communications function will build trust and understanding and be attuned to the risks and opportunities of the organisation.

## WHAT'S CHANGING

- This new branch will be joined by the **Partnerships team** focused on strengthening strategic engagement.
- **Marketing and community initiatives** will also move here to ensure our messaging and engagement is consistent.

*We will be seeking your input to shape elements of this during the consultation.*

Media Relations

Strategic Comms

Engagement

Brand & Marketing

Digital Design & Publishing

Partnerships

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## CORE FOCUS AREAS

### MEDIA RELATIONS

Proactively and reactively manage media and ministerial public affairs.

### STRATEGIC COMMUNICATIONS

Deliver strategic content across social media and internal communications with consistent key messaging and stories.

### STAKEHOLDER RELATIONS

Proactive management of stakeholder engagement building and implementing plans to ensure strong and consistent strategic relationships.

### BRAND & MARKETING

Build EPA's market presence and advocate its position effectively through marketing campaigns and storytelling.

### PARTNER RELATIONS

Build engagement programs to foster Partnerships to leverage for sustainable environmental outcomes.

### DIGITAL DESIGN & PUBLISHING

Guiding on consistent corporate branding, editing, creative design and digital production.

# Navigating the change together

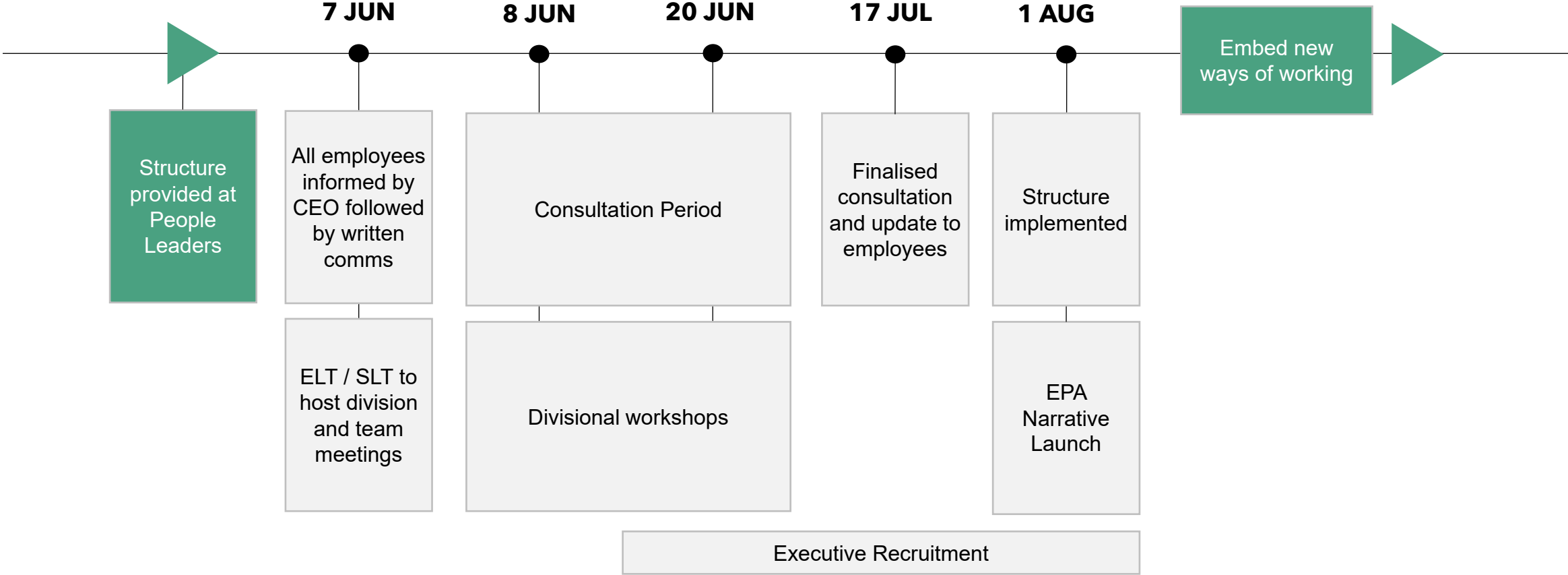
## Your role in communicating with your teams

- Communicate about the change
- Liaise with SLT and their team members
- Support consultation and feedback
- Guide team members through the change with the new ways of working and new reporting lines
- Provide feedback to ELT/SLT

## Tools to lead your teams through the change

- Key messages
- Q&A
- High-level roll-out timeline
- How to have a conversation with your teams about change
- Draft invite to your team meeting

# TIMELINE



# EMPLOYEE CONSULTATION PERIOD

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We are seeking feedback on the placement of teams within our new five divisional structure and the implementation of sustainable change.

We know the consultation period will be a prolonged period of increased anxiety for teams. People leaders will need to be prepared to support their teams through coaching and toolkits provided by the project team.

## Survey

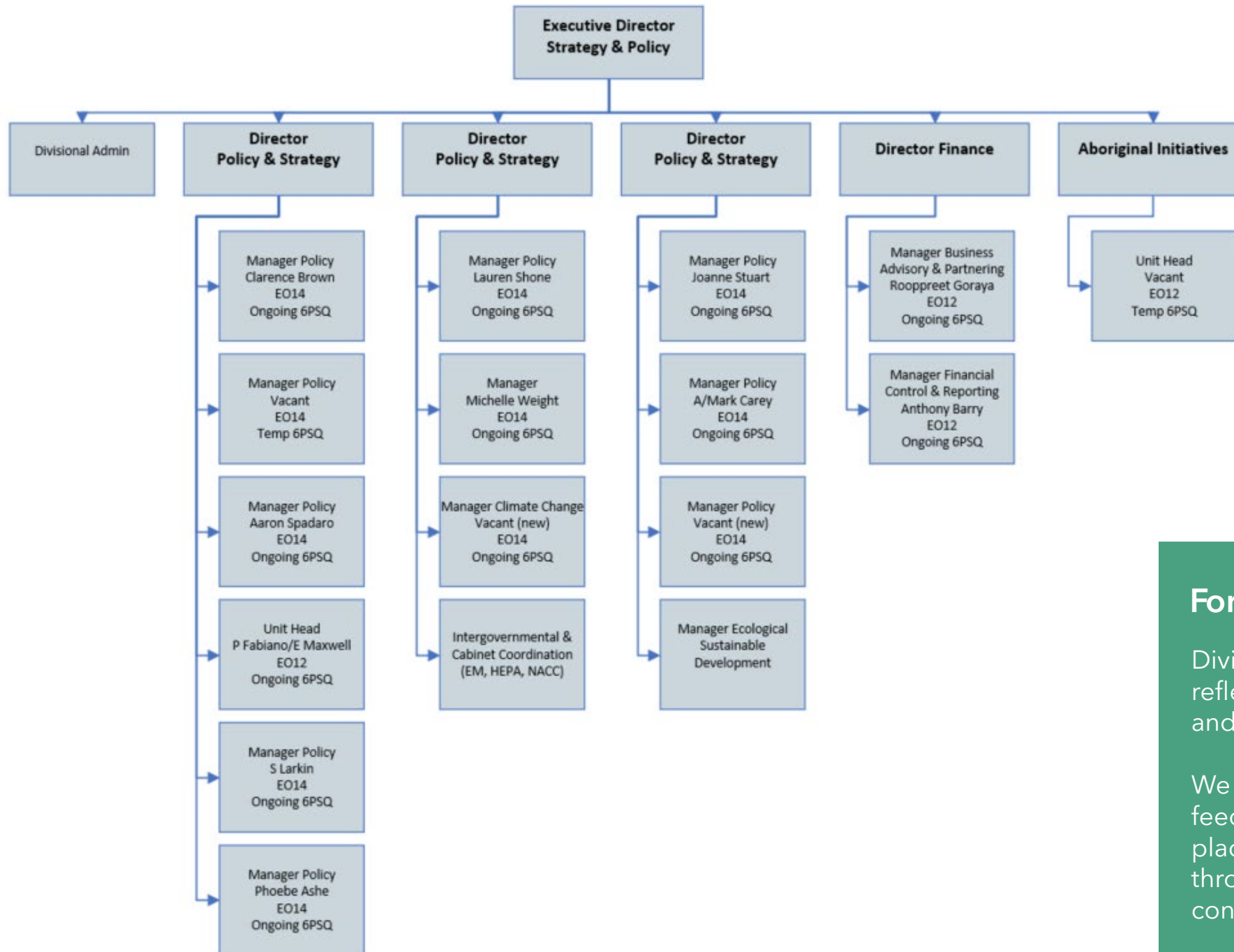
An organisational wide survey will be issued to all employees at the beginning of the consultation period. A series of questions will be put to everyone to understand how they feel about the change. The survey will be anonymous.

## Workshops

Consultation workshops will be positioned as an opportunity to understand the reasons for change and the rationale behind the specific structure proposed, and a chance to highlight any concerns. The workshops will not be a forum for debating a different structure.

## Feedback integration

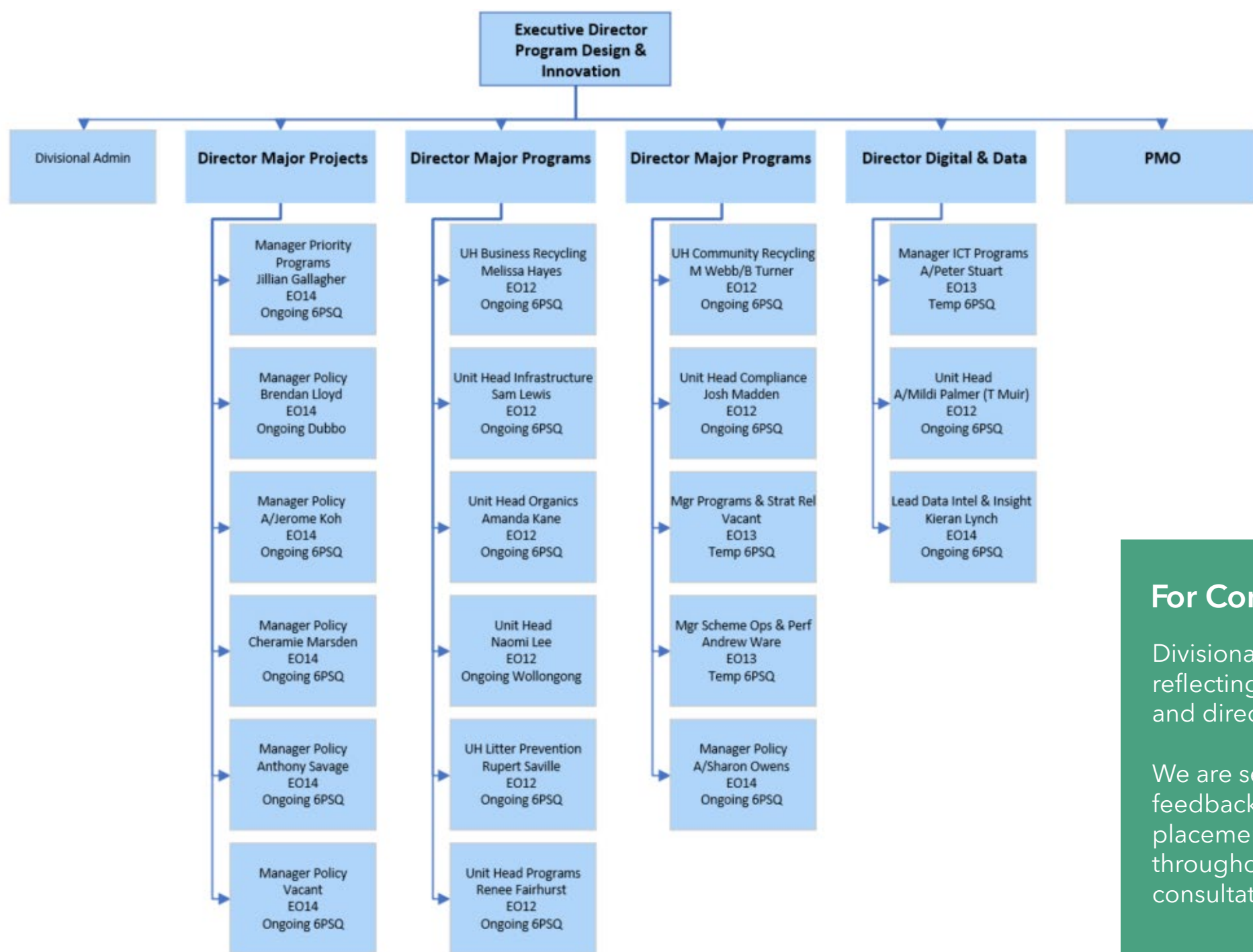
After collecting feedback through multiple sources, the project team will review the change management plans and adjust as needed to provide support ahead of the final structure announcement and implementation.



## For Consultation

Divisional structures reflecting Directors and direct reports only.

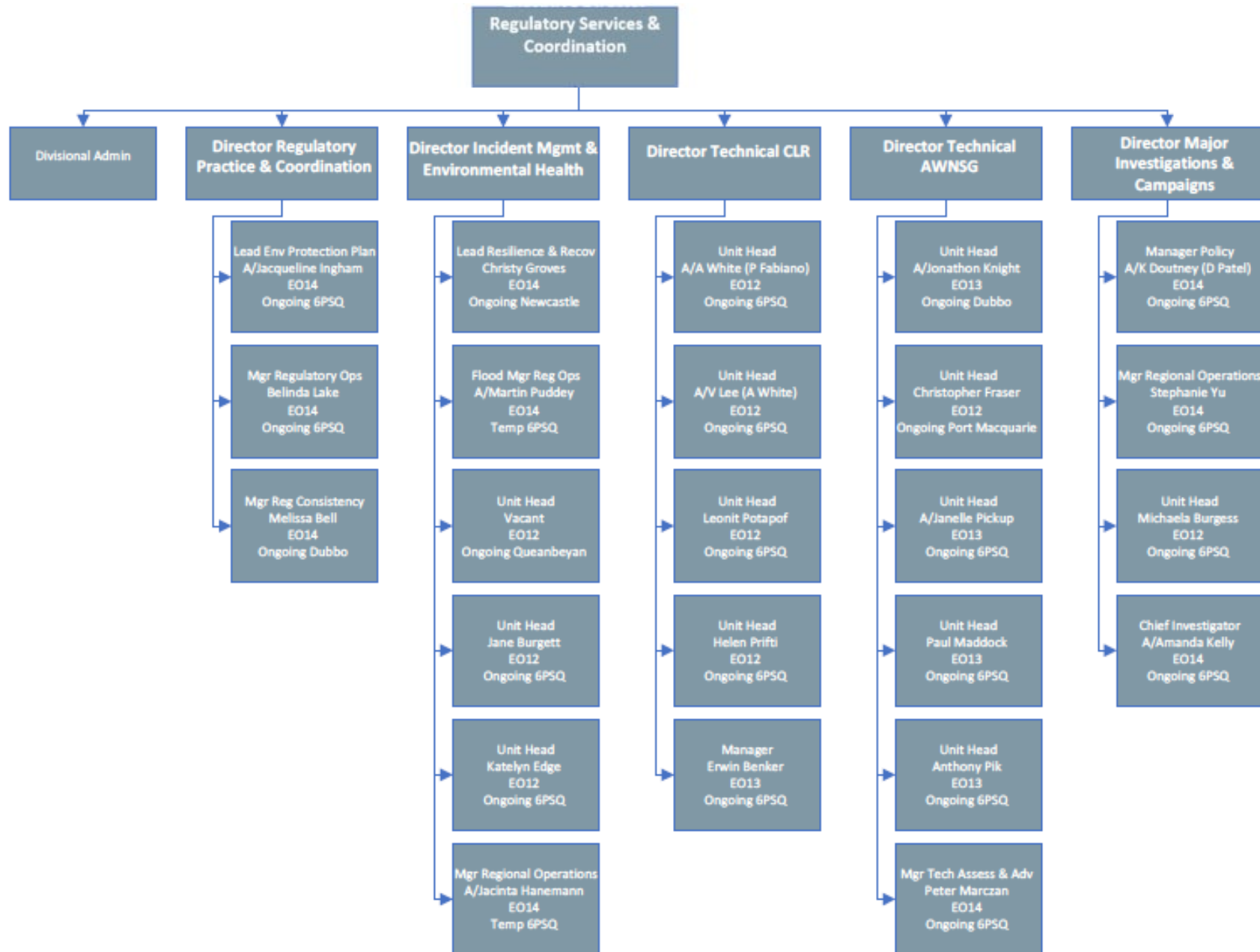
We are seeking your feedback and placement of teams throughout the consultation period.



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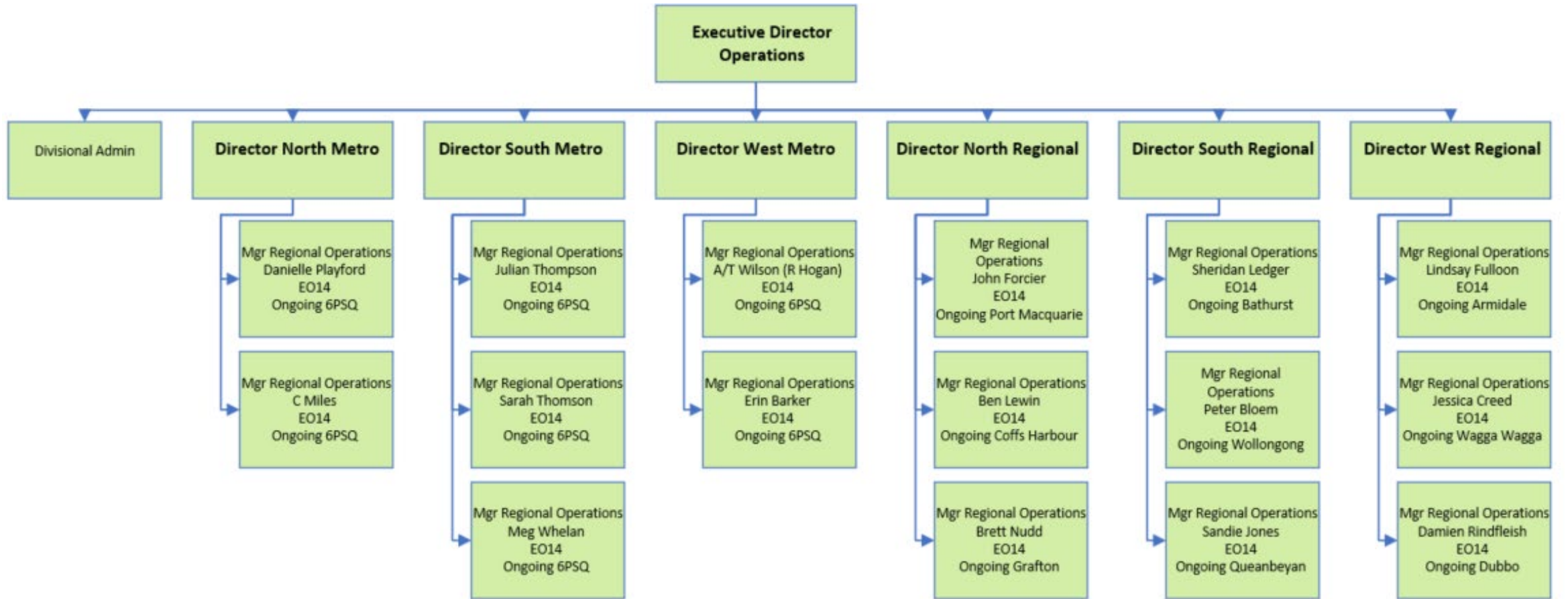


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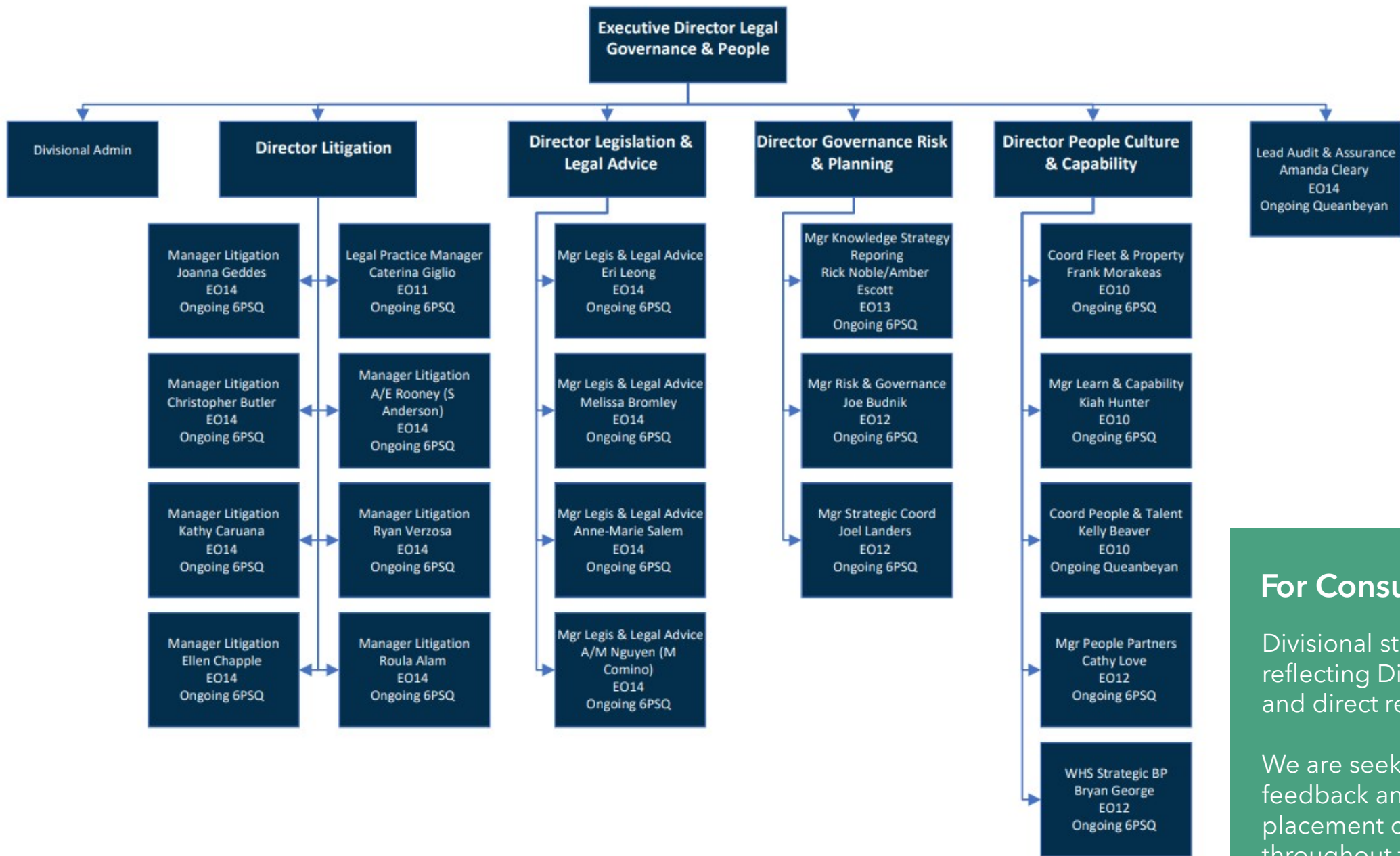
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**For  
Consultation**

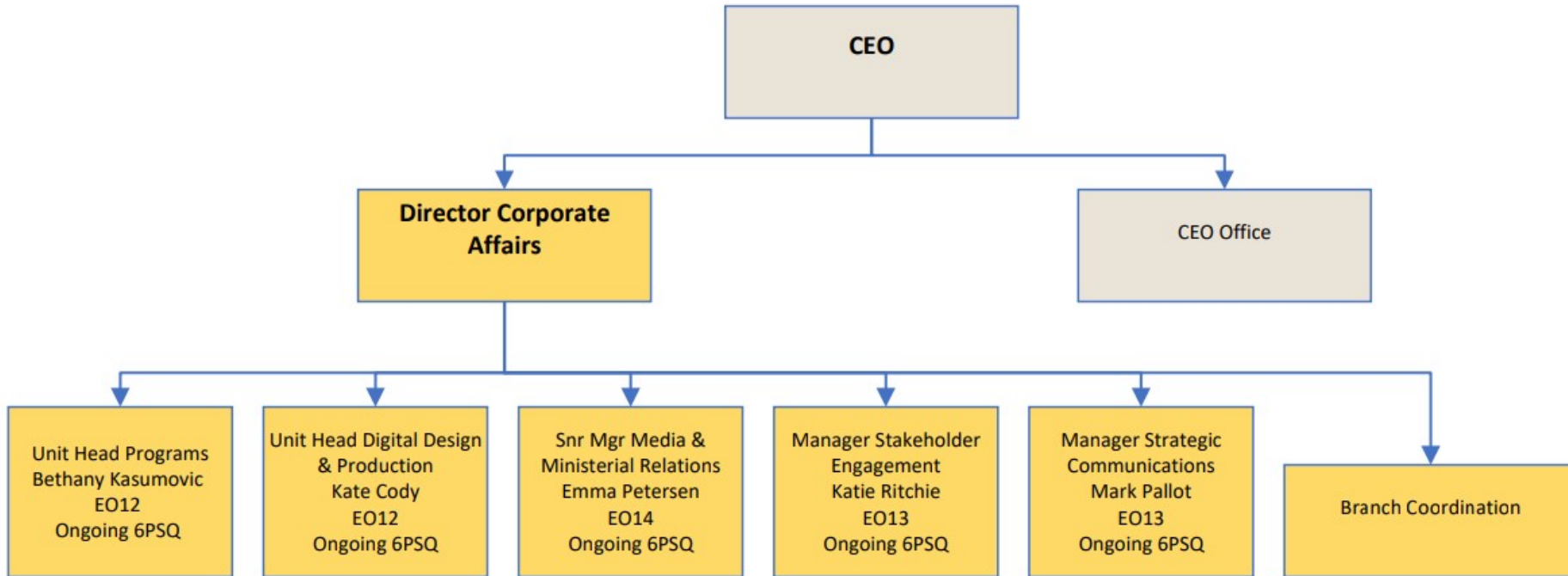
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We are seeking your feedback and placement of teams throughout the consultation period.

This will only work with you  
as our People Leaders  
leading your teams  
through the change

Over the last year we have been **consistently seeking your feedback, ideas and insights** to bring us to this point.

Structure plays a big role in how all the pieces fit together, but we know it alone won't address some of the pain points you have shared with us.

The other part is each of us. **We are calling on you to lean into this change.** To help us see the big opportunities, but also to be frank with us on what you don't think will work.

Good change is done together, not in silos.

**We value your collaboration** with each other, and want to offer everyone the right level of support to adjust and adopt this change.

Change management can often be challenging and needs to be supported. We haven't managed change well and we want to do better.

**Our commitment to you is that we will work together** through this and support you as we transition into our new way of working.

The consultation this month combined with all of your previous feedback will help us all adapt together.

Plans, structures and messages don't change culture. People do. We therefore wish to **acknowledge and thank you as you join us on our next steps.**

What we expect from you as leaders supporting your teams through this change.

1. Read your People Leaders Pack
2. Follow the key messages and use the tools within that pack
3. Hold a team meeting to discuss the change and how it impacts the team
4. Feed back to leadership any concerns you can't address on your own.
5. Check in with your teams regularly throughout the next few months