

PERFORMANCE DELIVERY AGREEMENT 2021

**Between the Environmental Protection Agency
and Department of the Environment, Climate and
Communications**

and between

**the Environmental Protection Agency and the
Department of Housing, Local Government and
Heritage**

June 2021

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1. Parties to the Performance Delivery Agreement

This Performance Delivery Agreement (hereinafter referred to as the Agreement) is an agreement between the Department of the Environment, Climate and Communications (hereinafter referred to as DECC) the Environmental Protection Agency (hereinafter referred to as the Agency), and the Department of Housing, Local Government and Heritage (hereinafter referred to as DHLGH) , in which an agreed level of performance is defined with the aim of providing efficient and effective delivery of public services.

DECC, DHLGH and the Agency are each committed to protecting and improving the environment as a valuable asset for the people of Ireland, and to protecting our people from the harmful effects of radiation and pollution. All parties are committed to the public service values of independence, integrity, impartiality, equality, fairness and respect and to open, honest and constructive communication and engagement, based on mutual respect and understanding.

2. Background to Agreement

The Code of Practice for the Governance of State Bodies, 2016 requires that both a Performance Delivery Agreement and the Oversight Agreement should be in place with the Agency.

The purpose of this Agreement is to define clear service ownership and accountability in relation to the roles and responsibilities of DECC, DHLGH and the Agency, with a view to ensuring that the statutory functions of the Agency are discharged in an efficient and effective manner, and commensurate with the resources allocated for this purpose. This Agreement is without prejudice to the obligations and duties that derive from the Environmental Protection Agency Act 1992 (No. 7 of 1992), as amended (hereinafter referred to as the 1992 Act) and other relevant legislation.

3. Key Tasks of the Agency

DECC is the parent Department to the Agency in terms of corporate governance, and policy areas of direct relevance to the Agency's remit including overarching national policy on environment protection and sustainable development, air quality, climate change, radiation protection, and waste policy and resource efficiency. DHLGH areas of direct relevance to the

Agency's remit include environmental impact assessment and strategic environment assessment, water and waste-water, the marine environment, and dumping at sea.

The key regulatory tasks of the Agency including reporting, assessment and advocacy tasks of relevance to DECC and DHLGH are set out in **Annex 1**.

4. Corporate Governance

The principal features of the governance structure of the Agency are set down in the 1992 Act. The Agency is managed by a full time Executive Board, consisting of a Director General and five Directors. The Board fulfils both the governance and management roles in the organisation. Strategic goal 05 in DECC's Statement of Strategy, Le Chéile 23, is to ensure best in class governance and regulation. All parties agree to have an appropriate governance framework that facilitates the necessary balance between corporate governance and the independent nature of the Agency's work.

The Agency will comply with:

- the underpinning legislation establishing the Agency;
- the Code of Practice for the Governance of State Bodies;
- the Public Spending Code;
- Department of Public Expenditure and Reform Circular 13/2014 – Management of, and Accountability for, Grants from Exchequer Funds, including funds assigned to the Office of Environmental Enforcement and funds assigned to the EPA Research Programme (included into the National Development Plan)
- the financial management principles set out in the Public Financial Procedures.
- the requirements of the delegated sanction for filling vacancies up to the level of PO or equivalent¹; and
- other relevant statutes.

¹ Principal Officer ordinary level in the Civil Service.

5. Objectives of the Agreement

This Agreement focuses on the key priorities and objectives of the Agency and clarifies the link between the mission and strategic goals of the Agency and the high-level goals of DECC and DHLGH.

The key objectives of this Agreement are:

- to support the achievement of the relevant high-level goals of DECC and DHLGH, and the mission of the Agency; and
- further progression towards achieving the strategic goals of the Agency as set out in its Strategic Plan, thereby contributing to the achievement of the relevant high-level goals in DECC and DHLGH.

DECC High-Level Goals

DECC *Statement of Strategy 2021 -2023* sets out the Department's vision, mission, values and five key goals. The mission of the Department is as follows:

'We collaboratively deliver policies and programmes to empower people, communities and businesses to continue the transition to a better quality of life for current and future generations.'

The following strategic goals support the delivery of the mission from an environmental perspective.

Goal 01: Be a recognised leader in climate action.

Goal 02: Transform our energy system for a net zero emissions future.

Goal 03: Transition to a Circular Economy – protecting and restoring our environment through sustainable resource use.

DHLGH High-Level Goals

DHLGH *Statement of Strategy 2017-2020 (2021 – 2023)* sets out the Department's mission and high-level goals, including the high-level goal *'to provide a framework for the sustainable management of water resources from source to sea'*.

Agency Mission

As set out in the Agency's *Strategic Plan*, the mission of the Agency is:

to protect and improve the environment as a valuable asset for the people of Ireland and to protect our people and environment from the harmful effects of radiation and pollution.

Agency Strategic Goals

The EPA's current strategic plan identifies five goals:

1. to be a trusted environmental regulator;
2. to be a leader in environmental evidence and knowledge;
3. to be an effective advocate and partner;
4. to respond to key environmental challenges; and
5. to be organisationally excellent.

Through these goals, the Agency is committed to further strengthening and enhancing its core functions - regulation, knowledge and advocacy. Development of a new Corporate Strategy 2021-2025 will build on the EPA's strong reputation and continued effectiveness as a modern agency and employer, incorporating the recommendations from OECD review discussed below.

6. Financial and Human Resources

To provide a comprehensive overview of human and financial resources of the Agency, the tables in **Annex 2** will be completed on an annual basis.

7. Performance/Service Levels

The tables in **Annex 3** set out the key service delivery commitments to be provided by the Agency on behalf of DECC and DHLGH.

It should be noted that the relevant sections from both Departments and the Agency will also further engage on specific items on their respective work programmes.

8. Performance Measurement and Monitoring Arrangements

Performance under this Agreement will be monitored and assessed on an ongoing basis as specified in Section 6 of the Oversight Agreement - *Arrangements for Oversight, Reporting and Monitoring*.

The Agency will also be guided by the views of its Advisory Committee as established under Section 27 of the 1992 Act, scientific Advisory Committees, the Agency's Audit & Risk Committee, the Comptroller and Auditor-General's audit findings and internal audit reviews, staff climate surveys, customer surveys, stakeholder feedback and its internal processes for tracking performance.

The Agency commits to informing DECC and/or DHLGH, as appropriate, on matters arising which may impact upon the successful delivery of performance outputs and outcomes.

On an annual basis, the tables in **Annex 4**, setting out the key high-level metrics and indicators will be updated. While these tables will be reviewed on an annual basis, subsets of these tables may be required by either Department for quarterly or half yearly meetings at Senior Official Level.

An annual review meeting will be held between relevant Management Board representatives from DECC and DHLGH and representatives of the Agency's Board to continue to strengthen the relationship between the organisations and to review the metrics in **Annex 4** and **Annex 5** (OECD Review Key Recommendations).

9. Organisation for Economic Co-operation and Development (OECD) Review

The OECD published a review of the Agency in 2020. The aim of the review was "to assess and strengthen the EPA's organisational performance and governance structures."

While acknowledging that the Agency has built up a reputation as a trusted and respected body, the Review recommended a number of opportunities for the Agency to follow up on to greater strengthen their overall effectiveness. The Agency, in collaboration with the DECC and DHLGH will address the opportunities identified in the review for the Agency to build on its strong reputation and continue to ensure its effectiveness as a modern regulator and employer.

Annex 5 sets out the OECD Key Recommendations and maps progress against their implementation.

10. Duration of the Agreement

This agreement will apply with effect from the date signed hereunder until 31st December 2023. The information contained in Annexes 1, 2, 3, 4 and 5 will be reviewed, and updated as appropriate, on an annual basis. Where amendments become necessary, the Departments and the Agency will engage to agree on amendments.

The undersigned agree to the arrangements as set out in this Agreement:



Mark Griffin, Secretary General, Department of the Environment, Climate and Communications

Date: 05/08/2021



Graham Doyle, Secretary General, Department of Housing, Local Government and Heritage

Date: 6 August 2021



Laura Burke, Director General, Environmental Protection Agency

Date: 30 July 2021

Annex 1 - Key Tasks of the Environmental Protection Agency

A.1.1 Regulatory Functions of the Agency within remit of DECC

<ul style="list-style-type: none">• Licensing authority for industrial emissions, integrated pollution control and waste licensing of all significant industrial activities.
<ul style="list-style-type: none">• Licensing authority for all industrial waste disposal and recovery operations, in accordance with the Waste Management Act 1996, the EPA Act 1992, and relevant Regulations.
<ul style="list-style-type: none">• Competent authority for regulating historic landfills. Competent authority for regulating historic landfills.
<ul style="list-style-type: none">• Enforcement authority for all licences and permits issued by the EPA.
<ul style="list-style-type: none">• Competent authority for the control of activities engaged in the use of genetically modified organisms.
<ul style="list-style-type: none">• Competent authority for the operation of the EU Emissions Trading System for greenhouse gases.
<ul style="list-style-type: none">• Competent Authority for administration of the national registry for greenhouse gas emissions, incorporating registry functions for both ETS and non-ETS sectors.
<ul style="list-style-type: none">• Competent authority for the implementation of the Aviation Directive (concerning the inclusion of aviation activities in the EU Emissions Trading System) and administration of relevant aspects of ICAO CORSIA scheme in respect of aviation activities not included in EU ETS.
<ul style="list-style-type: none">• Competent authority for overseeing a range of producer responsibility initiatives including Solvents (2002), Packaging and Waste (1994 as amended), Waste from Electrical and Electronic Equipment (2014), Restriction of hazardous substances in Electrical and Electronic Equipment (2012) and Vehicles under the scope of the End-of-Life Vehicles Directive (2014), the Control of decorative paints (2007) and batteries (2015); Enforcement of Tyre PRI (2017).
<ul style="list-style-type: none">• Competent authority for the implementation of the Environmental Liability Regulations.
<ul style="list-style-type: none">• Competent authority for decisions on the need for a waste permit or licence.

<ul style="list-style-type: none"> • Competent authority for the regulation of by-product and end of waste issues. • Competent authority for the implementation of Fluorinated greenhouse gases (F gases) and Ozone Depleting Substances (ODS) regulations
<ul style="list-style-type: none"> • Regulatory competencies for Market Surveillance activities relating to REACH, Batteries, RoHS, Coal Baggers, Detergents.
<ul style="list-style-type: none"> • Regulatory competencies for Chemicals in the Environment (POPs, Mercury, ODS, FGas).
<ul style="list-style-type: none"> • Competent Authority for oversight of the implementation of the Environmental Noise Directive in Ireland (for transport noise -Road and Rail).
<ul style="list-style-type: none"> • Regulation of practices involving the use of radioactive substances, irradiating apparatus and other sources of ionising radiation. Provide advice and information on public exposure to Non-Ionising Radiation. Assess the doses received by the Irish population to ionising radiation.
<ul style="list-style-type: none"> • Regulate the provision of dosimetry services.
<ul style="list-style-type: none"> • Regulate the provision of radiation protection advisory services.
<ul style="list-style-type: none"> • Competent authority under international conventions on: nuclear matters, Long Range Transboundary Air Pollutants, and POPs.
<ul style="list-style-type: none"> • Operate Medium Combustion Plants register.
<ul style="list-style-type: none"> • Competent Authority for the purposes of Regulation 1257/2013 on ship recycling.
<ul style="list-style-type: none"> • Competent Authority for the Regulation of Large Petroleum Storage Depots.

A.1.2 Reporting, Assessment and Advocacy Functions within remit of DECC

<ul style="list-style-type: none"> • Publication of EPA Annual Report.
<ul style="list-style-type: none"> • Preparation of <i>State of the Environment</i> reports.
<ul style="list-style-type: none"> • Provision of support and guidance to local authorities in relation to their environmental statutory functions and report on their performance.
<ul style="list-style-type: none"> • Establishing environmental quality objectives for environmental media.
<ul style="list-style-type: none"> • Publish annual inventory of greenhouse gas and air emissions.
<ul style="list-style-type: none"> • Publish periodic projections of greenhouse gas and air emissions.
<ul style="list-style-type: none"> • Publish a National Hazardous Waste Management Plan.
<ul style="list-style-type: none"> • Coordinate and participate in: <ul style="list-style-type: none"> ▪ National Environmental Research Programme; ▪ National Research Coordination activities (DBEI, SFI, EI); ▪ EU Research Coordination activities (H2020, JPI).
<ul style="list-style-type: none"> • Coordinate and lead the development and implementation of the revised National Waste Prevention Programme (to be re-designated as the National Circular Economy Programme) to foster behavioural change and support enterprises, households and the public sector to make the change to a low-carbon, circular economy.
<ul style="list-style-type: none"> • Provide policy insight and support re Circular Economy policy development
<ul style="list-style-type: none"> • Publish periodic reports on national waste statistics.
<ul style="list-style-type: none"> • Preparation of national reports on solvents and PRTR (pollution release and transfer registers).
<ul style="list-style-type: none"> • Publish national data on environmental radioactivity levels.
<ul style="list-style-type: none"> • Co-ordinate and deliver the relevant Copernicus Land Monitoring Services for Ireland including CORINE map for reporting to EU.
<ul style="list-style-type: none"> • Contribute to the establishment and operation of a national landcover mapping programme to support the development and tracking of climate, air quality, river basin, biodiversity, and environmental noise plans.

<ul style="list-style-type: none"> • Implement the Cleaner Air for Europe Directive and 4th Daughter Directive.
<ul style="list-style-type: none"> • Oversee implementation of the Solid Fuel Regulations.
<ul style="list-style-type: none"> • Publish a national report on air quality.
<ul style="list-style-type: none"> • Operate the national Network for Monitoring Atmospheric Composition and Change, incorporating EMEP and Carbon Observation System stations (ICOS).
<ul style="list-style-type: none"> • Environmental reporting, including Priority Data streams, to EC, EEA, Eurostat, UNEP UNFCCC and OECD.
<ul style="list-style-type: none"> • National Focal Point for co-operation with the European Environment Agency.
<ul style="list-style-type: none"> • Provision of technical and administrative support to the Climate Change Advisory Council
<ul style="list-style-type: none"> • Support the Department preparing a first phase evidential review report for the development of a National Land Use Plan.
<ul style="list-style-type: none"> • Develop guidance together with the SEAI, to support public bodies in reporting the annual greenhouse gas emissions.
<ul style="list-style-type: none"> • Provision of technical and administrative support to the implementation of the National Dialogue on Climate Action.
<ul style="list-style-type: none"> • Develop Climate Ireland to its full potential as an operational support for climate adaptation and climate action in Ireland.
<ul style="list-style-type: none"> • Promotion of environmental awareness and behaviour change through education and other communications activities.
<ul style="list-style-type: none"> • Advise and Support the Government in relation to International engagement (EU, UN, WHO, OECD, IAEA) (e.g. Stockholm, Minamata, Montreal Conventions, IPCC, EU Scientific Committees, SDGs, UNFCCC, CLRTAP).
<ul style="list-style-type: none"> • Maintain the National Dose Register.
<ul style="list-style-type: none"> • Advise the Government on measures for the protection of individuals from radiological hazards; in relation to international standards for radiological safety; and on the implications for Ireland of developments abroad relating to nuclear installations and

<p>radiological safety generally. Support in the implementation of the National Radon Control Strategy.</p>
<ul style="list-style-type: none"> • Provide radioactivity measurement and certification services.
<ul style="list-style-type: none"> • Co-operate with relevant authorities in other states and with appropriate international organisations on nuclear and radiological safety matters.
<ul style="list-style-type: none"> • Implement a graded approach to authorisation of practices involving the use of ionising radiation in line with COUNCIL DIRECTIVE 2013/59/EURATOM.
<ul style="list-style-type: none"> • Consultation, as necessary, with Geological Service of Ireland (GSI)/DECC on matters relating to Groundwater Protection, Radon risk, Historic Mine Sites and Geoscience issues
<ul style="list-style-type: none"> • Inform and support the Government's National Antimicrobial Resistance Strategy in relation to the environmental dimensions.

A.1.3 Regulatory functions of the Agency within remit of DHLGH

<ul style="list-style-type: none">• Licensing authority for urban waste water discharges by Uisce Éireann, Irish Water, in accordance with the Waste Water Discharge Regulations, 2007.
<ul style="list-style-type: none">• Supervisory authority for the provision of drinking water by Uisce Éireann, Irish Water, in accordance with the European Communities (Drinking Water), Regulations, 2014, S.I. No. 122 of 2014.
<ul style="list-style-type: none">• Regulation of domestic waste water systems under the Waste Services (Amendment) Act 2012.
<ul style="list-style-type: none">• Implementing and permitting authority for the purposes of the Dumping at Sea Act 1996 as amended and associated regulations.
<ul style="list-style-type: none">• Authority responsible for the implementation and enforcement of the Microbeads (Prohibition) Act 2019.
<ul style="list-style-type: none">• Competent authority for the Environmental Impact Assessment Directive in accordance with the EPA Act 1992.
<ul style="list-style-type: none">• Oversight of the performance by local authorities of their environmental statutory functions.

A.1.4 Reporting, Assessment and Advocacy Functions within remit of DHLGH

<ul style="list-style-type: none">• Implementation of revised national hydrometric monitoring programme.
<ul style="list-style-type: none">• Coordinate and lead technical and scientific work under the Water Framework Directive 2000/60/EC including supporting planning for the third WFD cycle (2021-2027).
<ul style="list-style-type: none">• Publish national reports on drinking water, urban waste water and bathing water.
<ul style="list-style-type: none">• Publish national reports on WFD water status.
<ul style="list-style-type: none">• Publish an annual water quality indicators report.
<ul style="list-style-type: none">• Provide a report on Microbeads to the Minister for Housing Local Government and Heritage outlining actions in the first year of implementation of the Microbeads (Prohibition) Act 2019 for presentation to the Oireachtas.

<ul style="list-style-type: none">• Environmental Authority for the Strategic Environmental Assessment Regulations. Provide secretariat to the National SEA Forum.
<ul style="list-style-type: none">• Provide current level of support to the DHLGH in the implementation of the Marine Strategy Framework Directive (MSFD) as amended. Provide support and assistance on the OSPAR Convention including participation in specific committees and working groups.
<ul style="list-style-type: none">• Provide technical advice as required to DHLGH on revisions to the Dumping at Sea legislation and legislation to prohibit the sale or manufacture of certain products containing plastic microbeads.
<ul style="list-style-type: none">• Coordination of Ecosystems Monitoring reporting under NEC Directive.

Annex 2 - Financial and Human Resources

Table 2.1 2021 Key Budget Expenditure by each of the EPA Offices

Office of Communications and Corporate Services Budget 2021 by Expenditure Activity

Activity	Budget 2021 €'000
Salaries & Pension	32,934
ICT	6,046
Organisational Services & Support Services - Finance, HR, Health & Safety, Learning & Development.	5,729
Communications	780
Total OCCS by Activity	45,489

Office of Environmental Sustainability Budget 2021 by Expenditure Activity

Activity	Budget 2021 €'000
Environmental Licensing	536
Emissions Trading and Registry & Projections	384
National Waste Prevention Programme	2,111
Climate Secretariat	593
Waste Statistics	463
Climate Dialogue, Climate Science & Climate Platform	925
Sustainable Communities & National Hazardous Management Waste Plan	110
Total OES by Activity	5,122

Office of Evidence & Assessment Budget 2021 by Expenditure Activity

Activity	Budget 2021 €'000
Environmental Research	10,300
Water Framework Directive & Hydrometrics	2,318
National & International Reporting & Assessment	251
Environmental Analytics	386
Total OEA by Activity	13,255

Office of Environmental Enforcement Budget 2021 by Expenditure Activity

Activity	Budget 2021 €'000
Regional Enforcement	292
National Enforcement	994
Financial Provision	650
Legal Enforcement	566
Producer Responsibility, ODS & F Gases, Networks & Support	558
Total OEE by Activity	3,060

**Office of Radiation Protection and Environmental
Monitoring**

Budget 2021 by Expenditure Activity

Activity	Budget 2021 €'000
Water Sampling & Analysis	1,415
Radiation Monitoring & Calibration	1,658
Air Quality Monitoring & Assessment	1,878
Citizen Science	305
Emergency Preparedness & Nuclear Safety	70
Chemicals in the Environment	415
Radon & Non Ionising Radiation	154
Market Surveillance, National Ecosystems Monitoring & Noise	296
Total ORM by Activity	6,191

Table 2.2 Financial Resources

Source	2017 Outturn (Baseline)	2018 Allocation /Income	2018 Outturn	2019 Allocation /Income	2019 Outturn	2020 Allocation / Income	2020 Outturn	2021 Allocation / Income	2021 Outturn
1. Exchequer -DECC Vote- Current	€19.933M	€21.300M	€21.548M	€25.141M	€24.831M	€29.100M	€29.402M	€34.083M	
2. Exchequer -DECC Vote- Capital	12.069M	16.100M	€13.755M	€11.78M	€13.930M	€11.780M	€13.280M	€15.521M	
3. DECC Environment Fund	€9.756M	€9.558M	€9.004M	€9.375M	€9.205M	€5.578M	€3.622M	-	
4. Exchequer -DHLGH Vote- Water Quality	€7.895M	€7.140M	€7.022M	€7.748M	€7.483M	€6.866M	€6.808M	€6.619M	
5. Agency Generated Income	21.530M	€24.591M	€21.522M	€22.729M	€22.546M	€24.500M	€22.337M	€24.187M	
Total	€71.183M	78.689M	€72.851M	€76.773M	€77.995M	€77.824M	€75.449M	€80.410M	

Notes:

The Agency Generated Income figures include €9.271M for 2017, and €8.782M for 2018 and €8.894M for 2019, that is not available income, as the amounts relate to the Net Deferred Retirement Benefit Funding FRS102 actuarial calculation for each year. For the 2020 figures, we have re - used the 2019 €8.894M FRS102 figure as the actuarial calculation for 2020 will not be available until early 2021.

Table 2.3 Human Resources (at year end)

	2017(Baseline)	2018	2019	2020	2021
1. Staff numbers	392	411	420	420	
2. Full Time Equivalentents	380.40	399.80	413.80	411.5	

Annex 3 - Key Performance/Service Levels

Table 3.1 – Key Deliverables for 2021 from the Agency on behalf of the DECC

	Output	Timeframe	Performance Measurement Indicator	DECC Business unit
1.	Development of a new Corporate Strategy 2021-2025 to build on the EPA's strong reputation and continued effectiveness as a modern agency and employer, incorporating the recommendations from OECD review	31/12/21	New Strategy to be published in 2021	EPA
3.	Redesigned EPA website	31/07/21	Website launched that provides easy to access data and information on Ireland's environment.	EPA
4.	Implement the National Air Quality Monitoring Programme to support the proposed national Clean Air Strategy and provide improved accessible information on Air Quality	31/12/21	14 new monitoring stations established Annual Air Quality report published Accessible information provided to the public on air quality and associated health impacts	Air Quality, Noise and Radiation Division

5.	Support the delivery of the National Radon Control Strategy	31/12/21	Research carried out on communications messages for improved radon testing and remediation rates Public awareness programme developed and delivered foremployers	Air Quality, Noise and Radiation Division
6.	Complete modernisation programme for Radiation Protection Regulation in line with IRR19	31/12/21	Generic Code of Practice to support compliance with radiation protection regulations and licence conditions, finalised, approved and published.	Air Quality, Noise and Radiation Division
7.	Support the Department's strategic goal for Ireland to become a recognised leader in climate action	31/12/21	Consolidation, enhancement and utilisation of EPA's Inventories and Projections Publication of a five year assessment and synthesis	National Climate Policy Climate Governance
8.	Support implementation of the National Adaptation Framework	31/12/21	Development of long-term operational structure for Climate Ireland	Aarhus Climate Adaptation & Citizen Engagement Division

9.	Provision of technical and administrative support to the implementation of the National Dialogue on Climate Action in collaboration with Yale University, Climate Change Communications Programme	31/12/21	Establish a knowledge hub to increase understanding of public climate change attitudes, policy preferences and behaviours around climate change.	Climate Adaptation and Citizen Engagement Division
10.	Support the Circular Economy in Ireland in the development and implementation of new waste and circular economy national policies	31/12/21	Optimise scale and impact of new National Waste Prevention Programme across 6 priority areas Stop Food Waste Campaign embedded Business support programme on food waste prevention developed and implemented	Waste Policy and Resource Efficiency and Circular Economy Division
11.	Maintain and increase throughput and timeliness of EPA licensing decisions and authorisations, providing ¼ reports to DECC on licencing decisions and other regulatory functions.	31/12/21	Risk based, responsive licensing service delivered	Waste Policy and Resource Efficiency
12.	Environmental performance at priority sites improved by targeted interventions and publication of priority list	31/12/21	National Priority Sites list Published quarterly. Site specific enforcement plans implemented.	Waste Policy and Resource Efficiency

13.	Co-Chair the National Waste Enforcement Steering Committee (NWESC) and NIECE to deliver Effective enforcement of the waste sector	31/12/21	Waste Enforcement Plan published. Report into Waste Crime in Ireland published	Waste Policy and Resource Efficiency
14.	Develop and prepare a new EPA research strategy to 2030	31/12/21	EPA Research Strategy delivered that is aligned with evolving national and European strategies and priorities	Environment Advisory and Research Unit
15.	Publish periodic reports on national waste statistics' and 'EU waste statistics reporting'	31/12/21		WP&E Division
16.	Full recruitment and appointment of the additional 28 posts, (26 internal to EPA) sought and approved under Work Force Planning 2021	31/12/31	All 28 additional posts filled to allow for increased capacity of the Agency by years end. Further commitment in respect of these posts to be reflected across the relevant areas of responsibility/engagement in Annex 3 commencing Q1 2022.	All relevant Divisions associated with the additional posts.

Table 3.2 - Key Deliverables for 2021 from the Agency on behalf of DHLGH

	Output	Timeframe	Performance Measurement Indicator	DHLGH Business unit
1.	Improvement in public drinking water supplies	31/12/21	Targeted Inspections of Drinking Water and Urban Waste Water sites completed. Reduction in the number of Irish Water schemes on the EPA's Remedial Action List	Water Advisory Unit
2.	Improve Water Quality in Ireland	31/12/21	Preparation of the 2022-2027 National River Basin Management Plan supported Establish and develop new licensing regimes for water abstractions	Water Advisory Unit

			Development of the National WFD Monitoring Programme 2022-2027	
3.	Enhance Local Authority Environmental Performance Develop and improve Local authority enforcement capability via NIECE events and engagement/network	30/09/21	3 NIECE events held on Air, Water, Waste and Circular Economy Support provided as required	Water Advisory Unit
4.	Institute an implementation and enforcement function for the Microbeads (Prohibition) Act 2019	31/03/21	Report to be prepared for Minister and Oireachtas outlining implementation and enforcement measures undertaken (report to be prepared for end Q1 2021)	Marine Environment Section

Annex 4 – Key High-level Metrics and Indicators

Table 4.1 – Key High-level Metrics

	2017 (Baseline)		2018		2019		2020		2021	
	Target	Output	Target	Output	Target	Output	Target	Output	Target	Output
Number of Environmental and Radiological Decisions ²	1,725	1,610	2,232	1,403	2,140	2,745	1,270*	1,137	990*	
Number of Industrial/Waste licences awarded (IE, IPC & Waste)				47		38		43	60	
Number of Industrial/Waste site visits	1,320	1,529	1,320	1,507	1,320	1,485	1,450	1,164	1,479	
Number of Urban Wastewater and Drinking Water Site Visits	370	377	370	376	370	299	370	117	TBC	

* New Graded Authorisation system produces fewer radiological licence renewal applications

² Includes Licences, Certs of Registration, Article 27 Decisions, Authorisations, Authorisation Renewals, Technical Amendments, Authorisations Closed etc.

Table 4.2 – Publications

	2017 (Baseline)		2018		2019		2020		2021	
	Target	Output	Target	Output	Target	Output	Target	Output	Target	Output
Number of EPA Reports published	55	49	35	36	35	38	35	32	35	
Number of Reports on Environmental Research Projects published	35	38	35	32	35	43	30	54	33	
Number of Open Data datasets on the DPER Open Portal	220	228	250	250	260	296	280	310	320	

Table 4.3 - Context & Impact Indicators

	2017 (Baseline)		2018		2019		2020		2021	
	Target	Output	Target	Output	Target	Output	Target	Output	Target	Output
Number of visits to EPA website	840,000	908,000	860,000	1,061,411	900,000	1,160,132	1,000,000	1,046,496	1,000,000	
Number of environmental queries from the public answered	2,200	2,184	2,200	2,200	2,200	2,411	2,300	2410	2,300	

ANNEX 5 – OECD Review - Key Recommendations

Outline the level of progress achieved in relation to each of the recommendations referred to below

Comments on Status - Categories

Status A. - Satisfactory arrangements/progress has been made.

Status B. - Rolling in nature and/or will continue to be ongoing/progressed either in response to the Review or in any event; and

Status C. - Not being implemented, either at this time or at all, due mainly to various complexities, implications or lack of supporting basis.

No.	Recommendations	Implementation Actions Undertaken or Proposed	Comments on Status
1	Define the EPA's role and strategy in the changing policy context. While the responsibility for policy making rests with government, there may be opportunities for the EPA to engage more proactively in policy development and evaluation, leveraging its expertise and ensuring its evidence and research is policy relevant.		

2	Fulfil the function of a knowledge provider with more effective communications.		
3	Discuss, agree and align expectations with parent departments.		
4	Strengthen co-ordination processes with senior levels in parent departments and the Department of Public Expenditure and Reform to co-ordinate solutions to budget and human resource related issues.		
5	Secure the sustainability of financing by advocating for a review of licensing fees, the allocation of essential expenses to more stable income streams, and stronger medium-term budget commitments.		
6	Ensure the attractiveness of the EPA as an employer with modern HR practices, harnessing the potential of the HRD strategy by attaching measurable targets to its goals. Setting these targets provides an opportunity for the EPA to ensure that skills are fit-for-purpose as the organisation evolves.		

7	Isolate opportunities to discuss strategic matters and diversify input into decision making by continuing to bring in external perspectives and fresh ideas. Strengthening the links between the Board and its external committees could be one way to achieve this.		
8	Take stock of the distribution of activities across offices with the goal of bringing together functions (e.g. enforcement) or subject areas (e.g. climate change).		
9	Fully implement and monitor with performance indicators the new compliance and enforcement policy to adhere to the principles of responsive regulation, focussing more on outcomes.		
10	Redesign the EPA's web presence to ensure that data and information are easier to find, understand and use.		
11	Better engage with regulated entities around performance, e.g. organise events to identify best practices and recognise 'champions' as a way to build trust and drive compliance.		

12	Develop a unified, outcome-based system for performance assessment and reporting linked to the strategic plan; complement this with clear, plain language communications to show the impact of EPA activities to its diverse stakeholders.		
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