

Our business principles and values

Our enduring principles and values guide how we conduct our business, ensuring we lead the way in conserving and managing the state's natural resources and environment and progress the Toward Q2 ambitions. We are:

Strong	<ul style="list-style-type: none"> We use emerging technologies to improve client engagement and service delivery. We encourage innovation in the workplace and are continuously improving our services, programs, policies and practices through innovation and research.
Fair	<ul style="list-style-type: none"> We encourage staff to participate in volunteering programs and promote flexible work practices that enable this participation. We value knowledge, expertise and a diversity of perspectives. We treat our colleagues, clients and stakeholders with respect.
Smart	<ul style="list-style-type: none"> We provide training and professional development for staff and encourage them to engage in life-long learning. We ensure our people have the skills, knowledge and support needed to deliver our services. We ensure our infrastructure, assets and systems are fit for purpose. We understand our role and objectives and manage risks to the achievement of those objectives. We ensure risk management, performance and accountability systems are in place to efficiently, effectively, economically and ethically manage public resources. We monitor and evaluate our progress against performance targets. We ensure processes to develop policy advice, legislation, statutory plans and management decisions include the analysis of comprehensive, accurate and contemporary science and other information.
Green	<ul style="list-style-type: none"> We are reducing the department's carbon footprint through sustainable purchasing practices, strategic waste management, innovative energy reduction programs and improving the greenhouse gas rating of our vehicle fleet.
Healthy	<ul style="list-style-type: none"> We are committed to zero harm at work and take responsibility for our own and each others' health and safety. We provide employee wellness programs and encourage our staff to lead healthy lifestyles.

Our strategic challenges and opportunities

Challenges and risks	Opportunities
Managing the natural resource and ecosystem impacts of more severe and frequent extreme weather events.	Working in partnership through Queensland's disaster reconstruction to resolve critical environmental recovery issues, support the sustainable recovery of ecosystem services and natural resource management systems, and deliver ecologically sustainable development outcomes.
Continued population growth, mainly in urban and coastal areas, will increase the community's demand for land and apply pressure on biodiversity.	There is an opportunity to take a longer term view and adopt a whole-of-landscape and total water cycle approach. We need to work effectively with different parts and levels of government, business, industry and community groups (whose views and objectives may differ) to build more sustainable practices.
Maintaining community confidence in our capacity to protect the environment.	There is an opportunity to develop and administer a simplified and more integrated regulatory framework for environmental protection, land-use planning and natural resource use, complemented by co-regulation, behavioural change and voluntary approaches.
The department has an ageing workforce, with a quarter or more of staff in most business areas becoming eligible for retirement in the next five years. This, together with increasing competition from other government agencies and the private sector, will make it more difficult to attract, replace and retain the skills needed to meet our service delivery priorities.	We should find ways to improve how we manage our knowledge and capture the wisdom of long-term employees, and also position ourselves as the employer of choice for current and potential employees.
Demand for the department's services and community expectations of service delivery are increasing in an environment of scarce resources.	We need to consider how we can enhance our business practices, do business in the future, and take advantage of alternative revenue streams. We should continue to build our knowledge base, make the most of our human, financial and physical resources, and reinvest savings into better service delivery.
Staying current with information technology to ensure we continue to provide accurate, consistent and timely responses to service requests.	We need to continue to build and improve information systems to effectively support our evolving responsibilities.

#29720
Nov 2011

Strategic Plan 2011–15

Our vision

A green, strong and sustainable Queensland

Our role

The Department of Environment and Resource Management conserves, protects and manages the state's environment and natural resources for today and for future generations. DERM does this by administering natural resource management and environmental protection legislation on behalf of the Queensland Government and by working collaboratively with government, business, industry and communities to conserve natural values, improve environmental performance, reduce pollution and encourage sustainable natural resource management behaviours.

Our key areas of responsibility are:

- Leading Environmental Recovery under 'Operation Queensland'
- Meeting the challenge of climate change
- Conserving and enhancing the state's natural environment and ecosystems
- Securing safe and reliable water for Queensland's future
- Managing Queensland's land resources wisely
- Conserving Queensland's cultural heritage
- Delivering fit-for-purpose services to our clients.

Delivering on the State Government's objectives for the community

The Department of Environment and Resource Management supports and participates in the State Government's plan for the future – Toward Q2: Tomorrow's Queensland.

Toward Q2: Tomorrow's Queensland

A Queensland that is **Strong** – creating a diverse economy powered by bright ideas, **Green** – protecting our lifestyle and environment, **Smart** – delivering world-class education and training, **Healthy** – making Queenslanders Australia's healthiest people, and **Fair** – supporting safe and caring communities.

In particular, the department:

- leads on the 2020 Green target:** cut by one-third Queenslanders' carbon footprint with reduced car and electricity use. DERM leads Queensland's response to the challenge of climate change through implementation of the ClimateQ: towards a greener Queensland strategy. It is also implementing a statewide waste management strategy aimed at reducing waste to landfill.
- contributes to the 2020 Green target:** protect 50 per cent more land for nature conservation and public recreation. DERM primarily contributes to this target by acquiring land for new areas of national park and by protecting Queensland's biodiversity values.
- contributes to the 2020 Strong target:** Queensland is Australia's strongest economy, with infrastructure that anticipates growth. DERM is involved in planning for the delivery of safe, reliable, fit-for-purpose and sustainable water supplies across Queensland.
- contributes to the 2020 Strong target:** increase by 50 per cent the proportion of Queensland businesses undertaking research and development or innovation. DERM participates in collaborative initiatives aimed at improving industry environmental performance and encouraging sustainable use of natural resources.
- contributes to the 2020 Fair target:** increase by 50 per cent the proportion of Queenslanders involved in their communities as volunteers. DERM provides information and resources to support volunteers in national parks and other areas of the department, and through the Green Nomads environmental volunteering placement program.

Agency objectives

The Department of Environment and Resource Management is focused on achieving the following agency objectives:

Client needs are understood and met	Queensland is prepared for climate change	Ecosystems are healthy, protected and biodiverse	Natural resources and the environment are well managed	Indigenous land access and ownership is improved and Queensland's cultural heritage is conserved	Decisions are evidence based
--	--	---	---	---	-------------------------------------

Performance indicators

We will measure our achievements using the following performance indicators:

<ul style="list-style-type: none"> • Increased consistency of client service • Increased client satisfaction with access to services and information • Increased client satisfaction due to better integration of systems and processes for client service delivery 	<ul style="list-style-type: none"> • Reduction in Queenslanders' carbon footprint (achievement against Toward Q2: Tomorrow's Queensland carbon footprint target) • Increased preparedness of business for the impacts of climate change • Improved government, business and industry waste management practices 	<ul style="list-style-type: none"> • Increased proportion of the state protected for nature conservation • Increased proportion of the state protected for national park (achievement against Toward Q2: Tomorrow's Queensland greenspace target) • Enhanced strategies and frameworks in place to protect biodiversity and conserve wildlife and ecosystems, including nationally agreed priorities • Enhanced representation of vegetation, wetland and marine ecosystems in protected areas • Increased percentage of terrestrial and marine bioregions conserved in protected areas • Progress towards delivery of the Great Barrier Reef Water Quality Protection Plan • Effective delivery and alignment of environmental recovery activities undertaken under the Operation Queensland–Implementation Plan • Progress towards mitigation of flood and cyclone impacts on protected areas, ecosystems and wildlife 	<ul style="list-style-type: none"> • Increased participation in natural resource management programs • Progress towards regulatory simplification • Delivery against targets in the DERM Annual Compliance Plan • Improved environmental performance of business and industry • Enhanced natural resource management strategies for State land resources • Increased economic benefits derived from more productive use of State-owned natural resources (jobs, revenue and infrastructure) • Enhanced natural resource management strategies for the state's water resources • Increased compliance of the state's natural water systems with National Water Initiative requirements • Increased water supply compliance with safety and reliability requirements • Increased percentage of the Queensland population covered by State Government-approved water supply level-of-service objectives • Progress towards mitigation of flood and cyclone impacts on State land • Effective recovery of water and waste systems damaged by natural disasters 	<ul style="list-style-type: none"> • Increase in the area of the state transferred to Indigenous freehold land • Increased resolution of native title claims 	<ul style="list-style-type: none"> • Availability of science, information and other evidence developed to support policy and management decision making • The integrity of resource registry information records is maintained
--	--	--	--	--	--

Strategies

The department will implement the following strategies to achieve its objectives:

<ul style="list-style-type: none"> • Build and maintain strong relationships with clients • Strengthen client focus and engagement when developing policies, services and products • Provide a defined and consistent level of service to clients • Improve client access to electronic service delivery and information systems • Ensure Queenslanders have better, simpler access to government information and services by implementing recommendations from Queensland's One Government initiative • Ensure clear and concise regulatory guidelines and procedures are readily accessible for business and industry 	<ul style="list-style-type: none"> • Develop and implement new initiatives to reduce Queensland's greenhouse gas emissions, and complement any national carbon price/emissions trading scheme • Identify and promote activities that households, business, industry and communities can undertake to respond to climate change • Position Queensland to respond to national and international developments in climate change policy, including any national carbon price/emissions trading scheme and international agreement on emissions reductions • Ensure that government decision making, policy development and land-use and water-planning instruments include consideration of the impacts of climate change and a focus on resilience in the face of extreme weather events • Implement reforms to Queensland's waste management and resource recovery practices 	<ul style="list-style-type: none"> • Secure new areas of national park • Negotiate to use land of high conservation value for nature refuges • Secure land for public recreation under the Q2 greenspace strategy • Implement a comprehensive Queensland Biodiversity Strategy that provides a framework to protect the state's biodiversity and is aligned to Australia's Biodiversity Conservation Strategy • Implement strategies to protect the health of aquatic and terrestrial ecosystems • Implement strategies to protect and conserve native wildlife • Manage the terrestrial and marine protected area estate to conserve the natural values, protect biodiversity, and allow for safe, sustainable recreation and tourism • Progress the identification and declaration of wild rivers and implementation of the wild river rangers program • Implement the Queensland Vegetation management framework • Implement programs to increase community and business engagement in environmental and nature management and conservation • Lead the implementation of the Great Barrier Reef Water Quality Protection Plan • Lead the government environmental recovery effort in line with the Operation Queensland–Implementation Plan • Deliver priority recovery, rehabilitation, fire and pest management and resilience works • Support and facilitate recovery of disaster-affected nature refuges • Deliver and support priority species recovery work • Facilitate the natural recovery and resilience of disaster affected marine ecosystems 	<ul style="list-style-type: none"> • Implement the Regulatory Simplification Plan 2009–13 to integrate and simplify regulatory frameworks based on sound evidence • Implement a strategic Regional natural resources management framework to manage and administer State land for its most appropriate use and ensure equitable access to the state's water resources • Work with partners and the community to implement new strategies and escalate existing strategies to conserve, protect and maintain Queensland's flood-affected natural resources • Deliver on Queensland's commitment to the National Partnership Agreement on Water for the Future and state water reforms and initiatives • Regulate and support the provision of water and associated infrastructure by drinking water and sewerage service providers • Reform urban water legislation and management to enhance delivery of safe, reliable, fit-for-purpose, cost-effective and sustainable water supplies • Maximise economic returns from the management of native forest products and quarry materials from State land, within environmental and community expectations • Implement a compliance strategy and enforcement program to proactively manage and monitor the productive use of Queensland's natural resources and protect the environment • Develop and implement a regulatory strategy for the coal seam gas industry that identifies the principles and processes by which DERM will engage with stakeholders to ensure that impacts on natural resources and the environment are appropriately managed • Support sustainable reconstruction and rural recovery programs that deliver long-term environmental and socio-economic outcomes • Mitigate the impacts of disaster-generated waste and hazardous materials released into the environment 	<ul style="list-style-type: none"> • Implement Indigenous tenure reforms and land tenure transfers • Implement programs to improve Indigenous land use and land access • Foster Indigenous economic and social development • Contribute to the Commonwealth Rural and Remote and Indigenous Communities program • Support the government's commitments to protecting the natural and cultural heritage values of Cape York • Enable the conservation of Queensland's Indigenous and non-Indigenous cultural heritage 	<ul style="list-style-type: none"> • Monitor key environmental and natural resource management indicators to report on the state's environmental performance • Ensure science, spatial, environmental, climate change, land and natural resource management information is current and accessible by stakeholders • Ensure the department is actively involved in the development of national and state policies and programs that affect environmental, climate change and natural resource outcomes • Implement Queensland's reformed valuation systems and deliver efficient and effective land valuations • Deliver quality and timely natural resource licensing and land titles and registry services
---	---	--	--	--	--