

Our business principles and values

The following enduring principles and values guide the way we conduct our business:

Service-oriented	<ul style="list-style-type: none"> • Building strong relationships with our clients, listening to and understanding their needs • Providing excellent customer service that is timely, accurate, integrated and responsive to client needs • Ensuring equity of access to our information, products and services • Continuously improving our services, policies and practices through innovation and research
Collaborative	<ul style="list-style-type: none"> • Valuing knowledge, expertise and a diversity of perspectives • Creating productive working relationships within DERM and strategic alliances with key government agencies, business, industry and the community • Working together constructively and with confidence and trust across business units, functions and localities • Treating our colleagues, clients and stakeholders with respect
Capable	<ul style="list-style-type: none"> • Ensuring that our people have the skills, knowledge and support needed to deliver our services • Providing staff training and education to support the Q2 Smart ambition • Developing business capability through innovative, sustainable and value-for-money services • Ensuring our infrastructure, assets and systems are fit for purpose
Business-focused	<ul style="list-style-type: none"> • Ensuring risk management, performance and accountability systems are in place to efficiently, effectively, economically and ethically manage public resources • Understanding our role and objectives and managing risks to the achievement of those objectives • Strengthening our business by ensuring the long-term viability of our resources • Monitoring and evaluating our progress against performance targets • Creating and using knowledge and information to build a strong evidence base for action
Health- and safety-minded	<ul style="list-style-type: none"> • Taking responsibility for our own and each others' health and safety • Providing wellness programs and encouraging staff to lead lifestyles that support the Q2 Healthy ambition

Our strategic challenges and opportunities

Challenges	Opportunities
The predicted continuing population growth in urban and coastal regions will increase the community's demand for land, particularly in south-east Queensland. We must manage the tensions between the needs of urban and rural populations and industries, and the need to conserve the environment and sustainably manage natural resources.	There is an opportunity to take a longer term view—developing whole-of-landscape planning and total water cycle management approaches, and working with industry and the community to encourage more efficient and sustainable use of natural resources including the substitution of alternative materials and energy sources.
The increasing complexity of the department's regulatory responsibilities are being reflected in increased compliance expectations and more challenging processes for gaining planning approval.	There is an opportunity to develop and administer a simplified and integrated regulatory framework for environmental protection, land-use planning and natural resource use, complemented by co-regulation 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 need to improve the way we manage our knowledge and capture the wisdom of long-term employees. We need to: <ul style="list-style-type: none"> • promote flexible working arrangements to encourage older workers to remain in the paid workforce longer • make ourselves attractive and accessible to job seekers and current staff • adopt innovative approaches to developing the skill sets now to prepare for changing service priorities and anticipated turnover of staff and retirements.
Demand for the department's services is increasing in an environment of scarce resources.	We will look differently at how we will do business in the future and investigate and take advantage of alternative revenue streams. There are opportunities to leverage more efficient and effective practices and external resources to make the most of our human, financial and physical resources and reinvest savings into better service delivery.

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Strategic Plan 2010–14

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. The department's key areas of responsibility are:

- Delivering fit-for-purpose services to our clients
- Meeting the challenge of climate change
- Managing Queensland's land, water and vegetation resources responsibly
- Protecting and enhancing the state's natural environment and cultural heritage
- Securing water for Queensland's future.

Delivering on the State Government's ambitions 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 ambitions

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 Green target:** cut by one-third Queenslanders' carbon footprint with reduced car and electricity use and waste to landfill. DERM leads the implementation of the ClimateQ strategy and the development of a statewide waste management strategy
- **contributes to the Green target:** protect 50 per cent more land for nature conservation and public recreation, primarily by acquiring land for new areas of national park
- **contributes to the 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 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 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 bio-diverse	Natural resources are well managed	Indigenous land access and ownership is improved and Queensland's cultural heritage is conserved	Decisions are evidence based
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Performance indicators

We will measure our achievements using the following performance indicators:

<ul style="list-style-type: none"> • Consistency of client service • Client satisfaction with access to services and information • Level of stakeholder engagement in the development of policy and regulatory instruments • Progress towards regulatory simplification • Business efficiencies realised from system connectivity 	<ul style="list-style-type: none"> • Reduction in Queensland's carbon footprint (achievement against Q2 Green target) • Percentage of ClimateQ initiatives implemented as planned • Preparedness of business for the impacts of climate change • Extent to which impacts of climate change have been incorporated into government decision making 	<ul style="list-style-type: none"> • Increased proportion of the state protected for national park and nature conservation (achievement against Q2 Green target) • Contribution to nationally agreed priorities for biodiversity conservation • Extent to which policy, legislative, planning, management and monitoring frameworks are in place to protect biodiversity and conserve wildlife and ecosystems 	<ul style="list-style-type: none"> • Increased participation in natural resource management programs • Delivery against targets in the DERM Annual Compliance Plan • Improved environmental performance of business and industry • Improved government, business and industry waste management practices • Extent to which natural resource management strategies are in place for State land, water and vegetation resources • Economic benefits derived from more productive use of State-owned natural resources (jobs, revenue and infrastructure) • Extent of Queensland population covered by State Government-approved level-of-service objectives and water balance strategies • All water and sewerage service providers comply with safety and reliability requirements • Extent of delivery against agreed annual targets for national and State water commitments 	<ul style="list-style-type: none"> • Increase in the area of the state transferred to Indigenous freehold land • Extent to which native title claims have been resolved • Increase in the management capacity of land trusts • Extent to which Queensland's Indigenous and non-Indigenous cultural heritage is recognised, conserved and protected 	<ul style="list-style-type: none"> • Availability of science, information and other evidence for policy and management decision making • Evidence that science and information products support the needs of key stakeholders • Integrity of resource registry information records is maintained
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Strategies

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

<ul style="list-style-type: none"> • 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 • Implement recommendations of the Queensland One Government initiative • Implement the <i>Regulatory Simplification Plan 2009-13</i> to integrate and simplify regulatory frameworks based on sound evidence • 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 emissions trading scheme • Identify and promote activities that households, business, industry and communities can undertake to respond to climate change • Position Queensland for the introduction of national and international developments in climate change policy, including any national 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 	<ul style="list-style-type: none"> • 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 • Secure land of high conservation value as nature refuges • Secure new areas of national park • 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, declaration and implementation of Wild Rivers • Implement recommendations of the Queensland Greenspace Strategy • Implement the Queensland Vegetation management framework 	<ul style="list-style-type: none"> • Implement a strategic regional natural resources management framework for the state • Effectively manage and administer State land for its most appropriate use • Effectively manage and administer the state's water resources to ensure equitable access • Develop a compliance strategy and enforcement program to proactively manage and monitor Queensland's environment and natural resources • Develop a strategy to reform Queensland's waste and recovery practices • Work collaboratively with government, business, industry and community groups to improve industry environmental performance and encourage sustainable behaviours • Maximise financial returns from the management of native forest products and quarry materials from State land within environmental and community expectations • Lead the implementation of the Great Barrier Reef Water Quality Protection Plan • 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 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 	<ul style="list-style-type: none"> • Implement Indigenous tenure reforms and land tenure transfers • Implement programs to improve Indigenous land use and land access • Support whole-of-government initiatives for Indigenous land access and infrastructure development for priority Indigenous communities • 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 • Facilitate the Wild River Rangers program in Indigenous communities 	<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 available and accessible by stakeholders • Ensure processes to develop policy advice, legislation, statutory plans and management decisions include the analysis of comprehensive, accurate and contemporary science and information • Ensure the department is actively involved in the development of policies and programs that affect environmental, climate change and natural resource outcomes • Reform Queensland's valuation systems and deliver efficient and effective valuations • Deliver quality and timely resource and titles registry services
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