

## OUR APPROACH



**Strategic:** Thinking about today in the context of tomorrow



**Collaborative:** Engaging collaboratively and building strong partnerships



**Innovative:** Making our business more efficient and effective



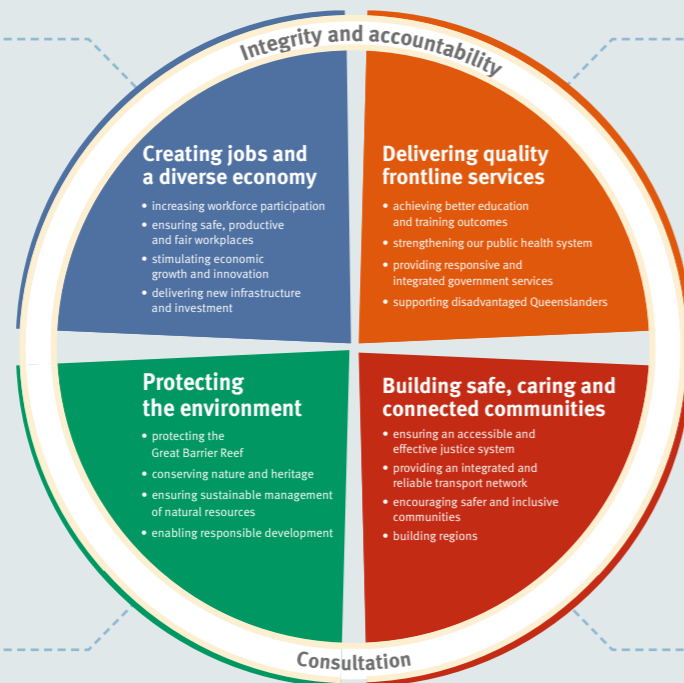
**Flexible:** Adapting to our changing environment

## OUR STRATEGIC ENVIRONMENT—THE MEGATRENDS

- Shortage of natural resources
- Climate change and protection of biodiversity
- Growth of Asia
- Changing demographics
- New technologies
- Customer expectations
- Necessity of innovation

## RELEVANT GOVERNMENT OBJECTIVES

Outcome 1, 2, 3



Outcome 1, 2, 3

Outcome 1

Outcome 1, 2, 3

## OUR VALUES



### Customers first

- Know your customer
- Deliver what matters
- Make decisions with empathy



### Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



### Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



### Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



### Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

# National Parks, Sport and Racing

# Strategic Plan 2017–21



**OUR VISION:** Queenslanders enriched and connected through healthy parks and active lifestyles.

**OUR PURPOSE:**

- Protect and manage our parks, forests and the Great Barrier Reef for current and future generations.
- Support and encourage participation in physical activity through sport and active recreation.
- Support the Queensland racing industry.

**OUTCOMES**

**OUTCOME 1: QUEENSLAND'S OUTSTANDING PARKS AND FORESTS ARE PROTECTED, ENJOYED AND CHERISHED**



1. Conserve natural and cultural values on land and sea protected areas, including the Great Barrier Reef.
2. Support Traditional Owner partnerships and interests.
3. Facilitate ecotourism, recreation and cultural heritage experiences.
4. Foster mutually beneficial partnerships and stakeholder relationships.
5. Use contemporary approaches to promote park visitation and appreciation of nature.
6. Regulate activities on parks and forests.

- Departmental Great Barrier Reef Field Management Program key performance indicators met
- Number of cooperative arrangements in place with Traditional Owners
- Fire and pest management program targets achieved
- Park visitation rates including 1.4 million overnight camper stays per annum
- Customer satisfaction with parks and forests experiences
- Values-based Park Management Framework targets achieved

**OUTCOME 2: QUEENSLANDERS IMPROVE THEIR HEALTH AND WELLBEING THROUGH LIFELONG PHYSICAL ACTIVITY AND COMMUNITY CONNECTION**



1. Encourage Queenslanders of all ages and abilities to participate in physical activities throughout their lives.
2. Make sport and recreation experiences more readily available to Queenslanders by investing in places, spaces and services.
3. Partner with sport and recreation industry stakeholders to build capability and deliver outcomes for the community.
4. Ensure our sport and recreation venues provide contemporary, quality client experiences.
5. Develop elite Queensland athletes through coaching, related support services and sport science research.

- Queenslanders' participation in physical activity
- Evaluation results and feedback on programs and services delivered
- Utilisation rates of departmental sport and recreation venues
- 25% representation of Queensland Academy of Sport athletes in national teams

**OUTCOME 3: A COHESIVE, CAPABLE AND AGILE, CUSTOMER-CENTRIC ORGANISATION DELIVERING PUBLIC VALUE**



1. Maintain a proactive approach to ensure a safe and healthy workforce.
2. Harness and develop internal capabilities.
3. Use evidence-based practice model.
4. Capitalise on emerging technology and innovative ways of operating.
5. Leverage internal and external partnerships.
6. Operate within a strong corporate governance framework.
7. Departmental leadership team supports and drives positive shared values.
8. Maintain a legislative and policy framework that meets the expectations of the community.
9. Provide governance oversight of statutory bodies (Racing Queensland, Stadiums Queensland and Mt Gravatt Showgrounds Trust).

- Reduction in workplace injury
- Whole-of-government diversity and cultural capability requirements met
- Improved employee opinion survey results
- 80% of eligible employees have a current Performance and Development Plan
- Compliance with Departmental Governance Framework

**OUR KEY RISKS**

- Natural disasters leading to long-term parks closures, loss of environmental and cultural values, damage to sport and recreation facilities, and interrupted service delivery.
- Loss of life, biodiversity, ecosystems, and natural and cultural values on and adjacent to the protected area estate from wildfire or inappropriate fire management.
- Workplace health and safety risks due to the nature of our activities, including field operations, remote locations, chemicals, animals and workloads.
- Approaches and investment in native title matters, joint management and cultural capability do not meet changing requirements.
- Decline in volunteerism, adversely affecting our ability to partner to achieve sport, recreation and conservation outcomes.

**OUR KEY OPPORTUNITIES**

- Foster new ways for parks and forests to support regional jobs and sustainable ecotourism, and sport and recreation industries.
- Strategic interaction of active recreation and conservation.
- Reallocate resources to where they are needed to best conserve species and ecosystems, and build resilience to natural disasters and extreme weather events.
- Work collaboratively with other Queensland and Australian government agencies to improve the health of the Great Barrier Reef.
- Increase participation in sport and active recreation, particularly for grassroots sport and women and girls, and encourage all Queenslanders to incorporate physical activity into their daily routine.
- Co-location of sporting clubs and schools.
- Partner more effectively with Aboriginal and Torres Strait Islander peoples through enhancing our cultural capability.
- Optimise new technologies to create and deliver innovative customer experiences.
- Adapt our services and programs to meet the needs of Queensland's changing demographics and customer expectations.
- Capitalise on the skills, knowledge and capabilities of staff to respond to changes.
- Maintain knowledge of competitive forces in the racing industry, including new technologies, new wagering opportunities, and alternative leisure and entertainment choices.

**INTEGRITY**

**ACCOUNTABILITY**

**CONSULTATION**