



Corporate
PLAN
2018 - 2022





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Message from DPIPWE's Secretary

The Tasmanian Government continues to build on its ambitious plan to maximise the State's comparative advantages. Many of these unique advantages fall into the custody of the Department of Primary Industries, Parks, Water and Environment (DPIPWE), and as the steward of Tasmania's land, air and water, populate naturally into the structure of the 2018-22 Corporate Plan.

During the delivery of the previous Corporate Plan, where investment, efficiency improvements and innovation were the operational imperatives necessary for the Department to deliver a new Government's agenda, clear themes emerged that captured the direction and flavour of the Government's continuing program.

In 2016, Tasmania's Sustainable Agrifood Plan was released, using the themes 'Grow, Make and Protect'. These three themes were not only adopted by the Department's AgriGrowth Division, but embraced by other Divisions including: Biosecurity Tasmania; Water and Marine Resources; Land Tasmania; Office of Racing Integrity; Environment Protection Authority; and the Natural and Cultural Heritage Division. Each of the three themes were used by divisions to different degrees, but given the scope of the Department's responsibilities, there remained an element to be added. In an economic, value-adding, and customer focused sense, that element is 'experience'.

'Grow, Make, Protect and Experience' encapsulates the services delivered to DPIPWE's customers: the Tasmanian community, industry and visitors to the State. Not only does the additional theme of 'experience' add another dimension for the Divisions mentioned above, it firmly anchors the significant role played by the Parks and Wildlife Service.

These four themes also reflect the environment within which DPIPWE employees operate. This Corporate Plan includes DPIPWE's recently developed principles for its workplace and also refers to the Department's People Strategy, which can also be related to these four new themes. This Corporate Plan will also be reflected directly in the performance management plans used by every DPIPWE employee, which in turn will link to the Government's second term agenda.

Once again, I would like to acknowledge and thank all staff for their effort in delivering the Government's policy priorities. The Corporate Plan will guide that effort and planning using the 'Grow, Make, Protect and Experience' themes.

John Whittington
Secretary

August 2018

The Department helps build a strong and economically vibrant State, driving Tasmania's comparative advantages across primary industries and the environment

role

- implement the Government's policy priorities
- help Government develop new policies
- work with the Tasmanian community, businesses, the University of Tasmania and industries
- improve customer services

aim

- cultivate prosperity in Tasmania's primary industries
- strike the right balance between social, economic and environmental values
- help people value, use and enjoy Tasmania's social, economic and environmental resources
- protect our primary industries and environment through an effective biosecurity system

approach – the services we deliver



• **Grow**

represents how DPIPWWE supports and promotes Tasmania's primary producers and tourism operators to grow their businesses



• **Make**

how DPIPWWE supports the production of products and services



• **Protect**

how DPIPWWE supports and protects industry, economic development and the environment through sound policies and regulation



• **Experience**

represents the benefits of the Department's collaboration with the community, reflecting the unique Tasmanian brand and the quality and experience of life in Tasmania

objectives

- drive the sustainable development of Tasmania's marine and freshwater resources
- cultivate prosperity in Tasmania's primary industries and food sectors
- secure a healthy and productive environment for all Tasmanians
- together, we present, protect and manage Tasmania's world renowned national parks and reserves, and Crown lands, to enrich our community
- realise the value, use and enjoyment of Tasmania's Aboriginal, natural and historic heritage
- drive the integrity and viability of the racing industry
- deliver access to secure land tenure, land and resource information
- build an efficient and effective organisation

Drive the sustainable development of Tasmania's marine and freshwater resources

We have a key role in driving the development of Tasmania's marine and freshwater resources.

We aim to help businesses, individuals and the community understand their responsibilities and achieve their objectives in using marine and freshwater resources for the benefit of Tasmania. We help all parties understand the intent of marine and freshwater resources legislation and their options for acting.

We have a lead role in managing the State's living marine resources and marine farming development to foster long-term sustainability and to drive profitable and sustainable aquaculture and fisheries industries.

We have a key role in managing the State's freshwater resources to deliver irrigated agriculture, electricity generation, and environmental outcomes.

We support the work of the Inland Fisheries Service.

purpose

- drive a world class Tasmanian fisheries and seafood sector
- strengthen the marine farming industry
- manage freshwater resource use
- manage wild fisheries

priorities

	Grow	Make	Protect	Experience
deliver research through our partnerships to support the development of the Tasmanian salmonid marine farming industry and commercial wild fisheries				
implementation of the Sustainable Industry Growth Plan for the Salmon Industry				
support efforts to eliminate marine debris				
maintain the policy of no new marine reserves				
continue to support efforts to tackle Centrostephanis, the long-spined sea urchin				
support developmental fisheries to help establish new commercial fisheries and fishing businesses				
support Tasmania's marine recreational fishery through the FishWise Trust				
implement the east coast rock lobster translocation program				
support the abalone industry with the establishment and operation of the Abalone Industry Reinvestment Fund and continue to support the Abalone Development Trust Fund				
management and stewardship of all commercial wild fisheries and marine farming industries including oysters, salmon, scallops, rock lobster, abalone, scalefish, and mussels				
transition commercial fisheries into the digital age				
build and invest in partnerships with key organisations including the Institute for Marine and Antarctic Studies, the Tasmanian Seafood Industry Council and TARFish				
develop and implement the Rural Water Use Strategy				
management and stewardship of freshwater resource use, including fostering irrigation development				

Protect and support Tasmania's primary industries and food sectors

We oversee implementation of the Cultivating Prosperity in Agriculture and Taking Agriculture to the Next Level policies and initiatives with a focus on realising the benefits of irrigation, targeted research and development, increasing on-farm productivity, supporting skills development including safe farm practices, enhancing profitability of farm forestry and supporting rural communities.

These initiatives form the basis of Tasmania's Sustainable Agri-Food Plan, which encapsulates the Government's vision of growing farm-gate value ten-fold to \$10 billion per annum by 2050.

We focus on linking industry, University and government to provide targeted support and develop cooperative relationships. We have strong partnerships with the Department of State Growth and WorkSafe Tasmania.

We represent the Government on the Tasmanian Institute of Agriculture and the Institute for Marine and Antarctic Studies boards, providing advice and direction that focuses on the needs of Tasmania's primary industries and food sectors.

We support sustainable agricultural development in the State through policy initiatives and information and advice designed to drive innovation and change.

We provide specialised delivery of game and browsing animal management through the new Game Services Tasmania Branch and we support the Tasmanian Game Council.

We also regulate industrial hemp and poppy crops and provide support to the Poppy Advisory and Control Board.

We drive the development and implementation of the Tasmanian biosecurity system that underpins the Tasmanian brand credentials, working across the agency's objectives. We protect Tasmania's biosecurity status for industry and public wellbeing, amenity and safety.

We deliver border controls, monitoring and surveillance activities that support Tasmania's relative pest, disease and weed free status and enable producers to gain important international and domestic market access. We manage existing pests, diseases and weeds to mitigate their impact on Tasmanian industries and natural diversity. We lead Tasmania's biosecurity emergency preparedness to secure the State's capacity to withstand the effects of an incursion.

We help develop and protect Tasmania's markets through policies on genetically modified organisms, hormone growth promotants and animal welfare, creating a point of difference for Tasmanian products in the market place.

purpose

- grow the agricultural industry
- manage game and browsing animals
- supervise poppy and hemp crops
- manage Tasmania's biosecurity system
- deliver biosecurity diagnostic services
- deliver food safety in the primary industries production and processing sectors

Protect and support Tasmania's primary industries and food sectors (continued)

priorities	Grow	Make	Protect	Experience
Agriculture				
partner with industry, Government and the University to implement Tasmania's Sustainable Agri-Food Plan and Taking Agriculture to the Next Level initiatives				
strengthen the Rural Youth Organisation of Tasmania and Tasmanian Women in Agriculture				
provide support for services under the Rural Financial Counselling Service and Farm Business Mentoring program				
support for Blundstone Scholarships				
deliver direction on the rights and responsibilities of neighbours through the Good Neighbour Charter and the new Living Next Door to a Farmer Campaign				
support delivery of the Farm Safe Tasmania Program				
support national agriculture policy reforms that are in Tasmania's interests				
develop a Whole of Government White Paper on the Competitiveness of Agriculture for 2050				
support industry development across sectors including: the dairy, fruit and vegetables, organics, wine, red meat, industrial hemp, and the bee industries				
implement the Agricultural Research Development and Extension White Paper				
modernise our Research Farms				
deliver the Stock Underpass Program				
establish and support the Tasmanian Game Council				
continue to work with farmers and industry to implement Game and Browsing Animal Management Reforms				
modernise the FarmPoint website				
continue to support recreational hunting, including quality deer management and appropriate hunting in national parks and reserves				
undertake a state-wide census of wild fallow deer in Tasmania and formulate a clear and contemporary statement articulating Quality Deer Management				
implement actions under the Government's response to the Wild Fallow Deer Inquiry				
support the farmed deer industry				
by the end of 2019 undertake the statutory review of the Wildlife (General) Regulations 2010 and the Wildlife (Deer Farming) Regulations 2010				
implement 5 year crop protection permits				

Protect and support Tasmania's primary industries and food sectors (continued)

priorities (continued)	Grow	Make	Protect	Experience
Agriculture (continued)				
provide 2 additional AgriGrowth Liaison Officers and establish a Primary Producers Hotline				
strengthen the partnership with the Tasmanian Institute of Agriculture, in the areas of research and the Agricultural Innovation Fund				
reform hemp licensing				
deliver industry recovery programs				
Biosecurity				
strengthen Tasmania's biosecurity system				
consult with industry to finalise and table in Parliament the Biosecurity Bill				
increase Tasmania's biosecurity capability through the upgrade and development of biosecurity infrastructure				
enhance biosecurity on the Bass Strait Islands				
establish Weed Action Fund				
appoint a Tasmanian Weed Advocate				
progress truck and machinery wash down stations				
tackle post border biosecurity risks and farm hygiene strategies				
deliver the Tasmanian Shellfish Market Access Program				
support the operation of the Centre of Excellence for Fish Health and Vaccine Production at Mount Pleasant				
improve animal welfare in primary industries through enhanced advisory, surveillance and compliance activities that take account of both industry and community expectations				

Secure a healthy and productive environment for all Tasmanians

We support the Environment Protection Authority, an independent statutory authority responsible for the administration and enforcement of the provisions of the *Environmental Management and Pollution Control Act 1994*, to ensure that major industrial, municipal and community activities do not have unacceptable impacts on the environment and that these activities employ efficient and effective environmental management.

We support the Environment Protection Authority and other regulators in monitoring and regulating environmental performance and providing the community with information about the quality of the environment.

We administer and support a range of legislation and policy frameworks to deliver sustainable environmental management in Tasmania, including the reduction of littering and illegal rubbish dumping.

purpose

- support the Environment Protection Authority and other regulators to regulate developments and activities that may impact on environmental quality, and to promote efficient, sustainable environmental management
- deliver environmental analytical services to government, industry and the community

priorities

	Grow	Make	Protect	Experience
assist the Department of Justice deliver Community Service Order Cleanups				
crackdown on illegal dumping				
increase Keep Australia Beautiful funding				
respond immediately to significant pollution events				
streamline and improve environmental assessment processes				
develop a new Waste Action Plan for Tasmania				
establish a Salmon Farming Compliance Unit				
revise the water quality and air quality strategies for Tasmania				
continue to implement risk-based regulatory services to support industry				
support the environmental co-regulatory partnership with local government				
work with other regulators to foster appropriate industry development				

Together, we present, protect and manage Tasmania's world renowned national parks and reserves, and Crown lands, to enrich our community

The role of the Parks and Wildlife Service (PWS) is to manage 51 per cent of the land area of Tasmania which includes three World Heritage sites, 19 national parks and 816 reserves (including Crown lands) covering 2.9 million hectares of land and water. The PWS is also responsible for the future potential production forest (FPPF) lands comprising 412 000 hectares.

Tasmania's national parks and reserves are imbued with exceptional world-renowned qualities and unique plants and animals. The PWS is charged with presenting these values to people who are eager to experience this special place.

Our parks and reserves are an ancient landscape which is rich in natural, cultural and geological history. It is a living museum – a record of life. It also sustains life. Our many communities connect with country and value the estate for spiritual renewal, cultural practices, personal and economic benefit; for recreation; and for wild, natural and authentic tourism experiences. The PWS balances the conservation of landscapes with the increased appeal and use of these lands by local communities and visitors alike.

purpose

- to provide an inspiring and enjoyable experiences for visitors
- facilitate a healthy, resilient and uniquely Tasmanian landscape
- foster productive and sustainable land use that benefits Tasmania's economy
- to create an estate relevant to, and valued by, our communities
- create a sustainable, capable and contemporary organisation

Together, we present, protect and manage Tasmania's world renowned national parks and reserves, and Crown lands, to enrich our community (continued)

priorities	Grow	Make	Protect	Experience
encourage sensitive and appropriate tourism investment opportunities in Tasmanian national parks and reserves through the governments EOI Process				
create Tasmania's next iconic multi-day bush walk				
progress the Cradle Mountain cable-way and new iconic tourism experience				
complete a Masterplan for the Freycinet Peninsula that provides for a sustainable future and quality visitor experience				
implement the TWWHA Fire Mitigation Program				
lead the fuel reduction burns program in collaboration with the Tasmania Fire Service and Forestry Tasmania				
prepare a Public Environment Report for the APCA				
taking our National Parks to the Next Level:				
enhancing the visitor experience and protecting important heritage on Maria Island				
make essential improvements to public huts on the Overland Track				
upgrade popular camping spots on the East Coast including at Diana's Basin and Humbug Point				
establish a new gateway to the Tasman Peninsula				
implement an \$8M asset maintenance program over four years				
complete Stage 3 of the Three Capes Track				
boost frontline Parks staff numbers to create improved visitor experience and to ensure our Parks are protected				
undertake specific projects at Cape Bruny, Ben Lomond, the Bond Store in Strahan, on Sarah Island, to the Corinna Boat Ramp, at Cockle Creek and at the Nut and Highfield House in Stanley				
prepare a Tourism Masterplan for the TWWHA				
complete a Road Evaluation of the TWWHA extension areas				
deliver Free parks passes for seniors for one year and a 50% discount from 2019				
review and implement a new approach to the Reserve Activity Assessments				

Realise the value, use and enjoyment of Tasmania's Aboriginal, natural and historic heritage

We oversee the State's natural and cultural resources, and manage the use of those resources; by delivering information, regulatory and legislative compliance activities.

We support policy frameworks, deliver information and education, and provide innovative tools and incentives to improve understanding and appreciation of Aboriginal heritage values.

We work closely with the Tasmanian Aboriginal community to deliver management and protection of Aboriginal heritage places, and strengthen connections between cultural practices and land and resources.

We support the Tasmanian Heritage Council to implement the *Historic Cultural Heritage Act 1995* and work with heritage property owners, site managers, developers, planning authorities, community and government to realise the potential of historic places.

We support the Board of the Royal Tasmanian Botanical Gardens in the management, conservation work and enhancement of the Gardens.

purpose

- manage Aboriginal heritage protection
- manage natural heritage and natural diversity protection
- support the Tasmanian Heritage Council
- strengthen the Royal Tasmanian Botanical Gardens

Realise the value, use and enjoyment of Tasmania's Aboriginal, natural and historic heritage (continued)

priorities	Grow	Make	Protect	Experience
engage with the Tasmanian Aboriginal community				
deliver efficiency improvements in natural and cultural heritage services				
implement and review the <i>Aboriginal Heritage Act 1975</i>				
increase funding to and work collaboratively with natural resource management groups to promote sustainable agriculture and protect natural heritage				
establish the Landcare Action Grants Program				
double funding to the Tasmanian Landcare Association over four years				
support the community and organisations that are engaged with threatened species and conservation efforts				
support management of silt in the Tamar Estuary by modelling sediment				
increase wild Tasmanian Devil populations through wild devil recovery				
increase the breeding capacity of the Orange-bellied parrot through infrastructure development and increased wild releases				
deliver access improvements to natural heritage information				
support the work of the Tasmanian Heritage Council				
facilitate the use and development of historic heritage places				
enhance the quality of entries on the Tasmanian Heritage Register				
engage with state-wide planning reforms				
support the implementation of the Heritage Places Renewal Loan Scheme				
foster collaboration between Tasmania's World Heritage convict sites				
support infrastructure works at the Royal Tasmanian Botanical Gardens that deliver a quality visitor experience and a sustainable, self-supporting enterprise				
help identify revenue opportunities at the Royal Tasmanian Botanical Gardens				

Drive the integrity and viability of the racing industry

We provide regulatory oversight and direction to the racing industry.

We support the economic viability of the racing industry and promote confidence in the integrity of the sector.

We provide a safe, fair and credible racing industry.

We support the Tasmanian Racing Appeal Board.

purpose

- strengthen the integrity of the racing industry
- manage the racing industry

priorities

	Grow	Make	Protect	Experience
build the integrity of the racing industry				
ensure compliance to the Rules of Racing in all codes				
continue to monitor online betting activity				
improve non race day inspections				
establish additional integrity positions				
continue to regulate for drug free racing				
improve animal welfare outcomes in all racing codes				
strengthen racing industry relationships				

Deliver access to secure land tenure, land and resource information

We manage and deliver authoritative location-based information and services for evidence based decision-making, security of tenure and Government revenue purposes.

We deliver legally-defined land boundaries, ownership and land use rights, and secure and make available to the public the relevant records. We deliver uniform and consistent property valuation services. We use technology to provide access to this information in an efficient and cost-effective way.

purpose

- manage and deliver location information and services
- manage the security of land tenure
- deliver a contemporary geodetic positioning framework
- provide land valuation and acquisition services to government
- support effective decision making across government through location intelligence

priorities

	Grow	Make	Protect	Experience
improve the accuracy and accessibility of location information and products				
continue the implementation of electronic land dealing and plan lodgment and registration				
provide access to all land dealings and plan records online				
transition Tasmania to Australia's new datum GDA2020				
deliver elevation and imagery products in support of government priorities				
deliver mapping services and capability for emergency response and recovery				
facilitate government, industry and community adoption of location based information and services				
review and improve business processes and systems spanning all of our activities				
maximise the opportunities for Tasmania from the Federal Governments investment in the National Positioning Infrastructure				

Build an efficient and effective organisation

We are responsive, adaptable and flexible and work collaboratively in the development and delivery of our services and programs.

We build and maintain an organisation that is safe, efficient, effective and accountable.

We maintain our focus on continuous improvement of our systems, policies and procedures, and provide governance frameworks for undertaking our activities.

We uphold the DPIPWE Principles to reflect the important shared attitudes, beliefs and behaviours that we value in each other, regardless of our role and use them to guide the choices and decisions we make.

The DPIPWE Principles

- We work together as one Department
- We are accountable for our performance
- We invest in our people
- We provide excellent client service

purpose

- strengthen and support the Department and our staff

priorities

	Grow	Make	Protect	Experience
strengthen our workplace health and safety culture				
embed our Principles and the behaviours they promote into all that we do				
invest in our people and develop strategic leadership capability, to enhance our organisational performance and support us to feel engaged, empowered and safe				
deliver business improvement projects that promote productivity and effective delivery through connected systems, effective information management and contemporary ways of working				
meet our budget targets				
implement and strengthen our governance and accountability frameworks, to support good decision making and effective project and risk management				
move 100 positions to the north and north west				

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