

Strategic Plan | 2022-2027



Delivering a sustainable Tasmania .

Acknowledgement of Aboriginal People and Country

The Tasmanian Government acknowledges and pays respect to the Tasmanian Aboriginal people as the traditional and original owners and continuing custodians of lutruwita/Tasmania. We honour Tasmanian Aboriginal elders, past and present as the first peoples of this Land and recognise the deep history and culture of this Island.

We recognise and value Aboriginal histories, knowledge and lived experiences and commit to being culturally inclusive and respectful in our working relationships with all Aboriginal people.

Foreword

We are pleased to present the Department of Natural Resources and Environment Tasmania Strategic Plan 2022–2027 which sets the direction for the next five years and encompasses the diverse range of initiatives and projects we are progressing under six strategic priorities.

This plan unifies a diverse agency and helps us to achieve our vision of a Tasmania where our natural resources, cultural values and environment are recognised and used sustainably to support our future prosperity.

With our new purpose and vision came our rebrand on 1 December 2021 to the Department of Natural Resources and Environment Tasmania. The Department's new name and purpose - *delivering a sustainable Tasmania* - reflect our role to lead and coordinate the sustainable management of Tasmania's natural resources, through the **protection, production and promotion** of our natural resources and environment.

Our people have a wealth of knowledge, skills and expertise to do this. You will find us in one of our many field and visitor centres, laboratories, and animal facilities; we are in the airports and the Spirit of Tasmania; we are in our National Parks; we have people working from far north of the state on Rodondo Island in the Bass Straight all the way south to Macquarie Island. Right across Tasmania we are **working together to pursue the extraordinary**.

This plan sets out six strategic priorities that direct our work.

We have identified what success looks like and have articulated seven key **success factors** to which we will hold ourselves accountable to. We have also included **How We Work**, which adds an important dimension to our plan.

This plan has been strongly informed through consultation across the agency and we acknowledge the effort involved. We look forward to working collaboratively to achieve our goals over the next five years.



Michael Pervan
Secretary



Sophie Muller
Deputy Secretary
Environment
Heritage and Land



Jason Jacobi
Deputy Secretary
Parks and Wildlife
Services



Deidre Wilson
Deputy Secretary
Primary Industries
and Water



Vanessa Pinto
Chief Operations
Officer



Namidja McKenzie
Chief People
Officer

About us

Our vision

A Tasmania where our natural resources, cultural values and environment are recognised and used sustainably to support our future prosperity.

Our purpose

Delivering a sustainable Tasmania.



This is achieved through our actions to **protect** and enhance Tasmania's cultural and natural values and places; facilitating **productive** and sustainable industries; and through **promoting** the sustainable use, presentation, and enjoyment of our cultural and natural values. Our role is to implement and develop the Tasmanian Government's policy priorities and to work with the Tasmanian community, businesses, academic and research institutions and industries, and to deliver services to statutory authorities and other key partners we work collaboratively with.

Our principles

Our principles and their underlying behaviours form the **How We Work** framework - designed to contribute to an effective workplace culture, make our organisation a great place to work and importantly to *deliver a sustainable Tasmania*.

We put **Tasmania** at the **heart** of **everything** we do.



We act with **integrity**.



We pursue the **extraordinary**.



We work **together**.



Our success factors

To hold us accountable, seven key success factors have been identified - providing a transparent and consistent way to track progress towards achieving our strategic priorities and initiatives. We have mapped the alignment of strategic priorities to our success factors and will report on progress over the next five years.



Sustainable development goals

While our work is centred on Tasmania, we contribute to the global direction for sustainable development. This includes 17 Sustainable Development Goals (SDGs) set out by the United Nations (UN) 2030 Agenda. The SDGs define how sustainability is measured. Aligning our goals allows us to recognise how our work contributes to a prosperous and sustainable global landscape.



Commitment and actions

Sustainability actions are at the forefront of much of our core business, for example the salmon industry plan, iconic walks and biosecurity actions. We recognise our role as a leader and will contribute to the achievement of the SDGs through:

- A harnessed and targeted commitment to SDGs
- Mapped alignment of our strategic priorities to the SDG goals and targets
- Identifying targets, monitoring and reporting on our progress
- Embedding SDGs into our processes for work programs
- Identifying opportunities with our partners to further SDG actions
- Championing the SDGs to our clients, customers, stakeholders and communities.

Our six strategic priorities direct our work over the life of the Strategic Plan.

They are:

- Enable business and employment through sustainable growth of Tasmania's industries
- Deliver best practice legislative and regulatory systems and support programs
- Put Tasmanian Aboriginal people at the heart of managing land and sea Country
- Protect and strengthen Tasmania's cultural and natural values
- Enable authentic and rewarding experiences of Tasmania
- Build a high-performance department, driven by our people and our systems.

Each strategic priority has focus areas that articulates what we will do to deliver the priority over the next five years. These are then broken down further into specific actions and initiatives, which are built into our Divisional Plans. We will regularly track progress against our Plans and adjust as required.



Strategic Priority 1

Enable business and employment through **sustainable growth** of Tasmania's industries.

At the core of this priority, **enabling business and employment through sustainable growth of Tasmania's industries**, we seek to partner with community, industry, government, academic and research bodies. The four focus areas ensure our partner's voice is incorporated into early planning stages – because we want to make it easier to do business with us and for Tasmania's industries to do business – and to have access to research and information that guides sustainable decisions and outcomes.



Our strategy in action includes supporting the primary industries sector and their supply chains to manage risk and recover from adverse environmental events.

Strategic Priority I

Enable business and employment through sustainable growth of Tasmania's industries.

1.1 Strengthening partnerships with community, industry and stakeholders to enable successful economies by:

- 1.1.1 Identifying opportunities through collaborative relationships with our stakeholders
- 1.1.2 Enabling the delivery of targeted industry and community programs, with a particular focus on regional economies

1.2 Delivering and facilitating priority research and build capacity in industry by:

- 1.2.1 Developing a strategic framework for research development and extension
- 1.2.2 Actively invest in partnerships with academic and other organisations to deliver maximum impact
- 1.2.3 Maximising sharing of research outcomes

1.3 Capturing and sharing data and information to support and inform industry and government decision making by:

- 1.3.1 Reviewing and improving platforms for capture and distribution of datasets and information
- 1.3.2 Producing and publishing information in a meaningful and fit for purpose format

1.4 Planning to be adaptive to changes in external environment and market by:

- 1.4.1 Using data to inform planning, investments and industry resilience
- 1.4.2 Delivering a planning and policy program that supports innovation, growth and investment opportunities
- 1.4.3 Facilitating industries readiness and response to, and recovery from, environmental and biosecurity risks

Success factors



Strategic Priority 2

Deliver best practice **legislative and regulatory systems** and support programs.

When we say deliver **best practice legislative and regulatory systems and support programs** we mean effect the best possible performance outcomes for Government, community, industry and the stakeholders that interact with these instruments of law. We will implement strategic legislative reforms, taking account of our stakeholders' views through comprehensive engagement programs. We know that at the heart of effective compliance is an even better education program. We will collaborate with research institutes and peers to ensure we deliver progressive legislation and regulation that meets the needs of Tasmania now and into the future.



Our strategy in action includes promoting the shared responsibility model to compliance with industry and the general public via the use of social media and other communications opportunities.

Strategic Priority 2

Deliver best practice **legislative and regulatory systems** and support programs.

2.1 Adopting and maintaining best practice regulatory systems and processes by:

- 2.1.1 Developing and implementing a strategic legislative reform program
- 2.1.2 Simplifying, modernising and integrating our regulatory systems and processes in consultation with stakeholders
- 2.1.3 Reviewing and developing policies that drive sustainable management of Tasmania's natural resources

2.2 Increasing community and industry awareness, education and compliance by:

- 2.2.1 Establishing a compliance awareness and education program
- 2.2.2 Reviewing and implementing a consistent compliance and enforcement framework to enhance capability across the department
- 2.2.3 Promoting and enhance collaboration and partnership with compliance organisations
- 2.2.4 Championing and actively participating in growing circular economy outcomes

Success factors



Strategic Priority 3

Put **Tasmanian Aboriginal people** at the heart of managing land and sea Country.

In creating a strategic priority to put **Tasmanian Aboriginal people at the heart of managing land and sea Country** we are committing to becoming more culturally inclusive and respectful in our working relationships with Tasmanian Aboriginal people. We will develop work practices for land, sea and water management that are informed through connection and inclusivity and integrate these learnings into our culture and behaviours, as well as the services we deliver and the work we do.



Our strategy in action includes developing and implementing an Aboriginal employment and career management strategy to improve opportunities and pathways for greater collaboration with Aboriginal people to work on land and sea Country.

Strategic Priority 3

Put **Tasmanian Aboriginal people** at the heart of managing land and sea Country.

3.1 Embracing the connection between cultural and natural values to inform all aspects of our work practices by:

- 3.1.1 Developing and implement a NRE Tas Aboriginal cultural engagement strategy in collaboration with Tasmanian Aboriginal people
- 3.1.2 Promoting understanding and partnerships through collaboration with Tasmanian Aboriginal people
- 3.1.3 Embedding Aboriginal knowledge and cultural practices into our policy, planning and education programs
- 3.1.4 Responding to government priorities in the engagement of Aboriginal people to support and manage cultural values

Success factors



Strategic Priority 4

Protect and strengthen Tasmania's cultural and natural values.

To protect and strengthen Tasmania's cultural and natural values over the next five years we intend to make informed decisions, based on data and research, to prioritise a holistic program of work in response to climate change and other potential threats to the resources we manage. We have an obligation to preserve all that is unique to Tasmania and see stewardship as a joint responsibility to foster with community, stakeholders, industry and Government.



Our strategy in action includes leading conservation planning and biodiversity assessments for important species such as our threatened eagles, Maugean skate, King Island birds, Tasmanian devil, Orange-bellied parrot.

Strategic Priority 4

Protect and strengthen Tasmania's cultural and natural values.

4.1 Adaptively respond to climate change, threats and impacts to build resilience by:

- 4.1.1 Developing a framework for NRE Tas to inform and prioritise decisions regarding climate change actions
- 4.1.2 Identifying, capturing and utilising data and information to improve our understanding of threats and impacts
- 4.1.3 Establishing and implementing a climate change mitigation and adaptation program

4.2 Meeting state, national and international obligations to conserve and manage Tasmania's cultural and natural values by:

- 4.2.1 Establishing and implementing a prioritised program to meet our obligations
- 4.2.2 Proactively engaging with all levels of government to develop national partnerships and agreements
- 4.2.3 Supporting industry and stakeholders to understand and meet their obligations
- 4.2.4 Improving our emergency management preparedness and response capability

4.3 Promoting understanding and stewardship of Tasmania's cultural and natural values by:

- 4.3.1 Collaborating with industry and stakeholders and foster shared responsibility to protect Tasmania's cultural and natural values

Success factors



Strategic Priority 5

Enable **authentic and rewarding experiences** of Tasmania.

The Department is in a privileged position to **enable authentic and rewarding experiences of Tasmania**. We are committed to an ongoing program to deliver major upgrades and new developments in our national parks and reserves. We will undertake these developments in a way that is both sensitive to our cultural history and sustainable for the land they're featured upon as well as the tourism and agritourism industries that attract so many visitors to our cities, regional and remote areas.



Our strategy in action includes delivering Parks and Wildlife Services capital investment program and encompasses Tasmania's Next Iconic Walk and Freycinet Visitor Gateway.

Strategic Priority 5

Enable **authentic and rewarding experiences** of Tasmania.

5.1 Facilitating appropriate and sensitive developments by:

5.1.1 Establishing and reviewing policies and processes to provide clarity for appropriate and sensitive development

5.2 Strategically managing resources and assets for long-term sustainability by:

5.2.1 Developing and maintaining asset and resource management strategies and policies that proactively respond to future demands and changes

5.2.2 Prioritising investment and maintenance in our assets and resources that enhance the experience of our cultural and natural values

5.2.3 Reducing our ongoing asset liability and environmental footprint through considered design and asset rationalisation

5.3 Enabling rewarding experiences that highlight the unique Tasmanian brand by:

5.3.1 Defining how NRE Tas contributes to the 'unique Tasmanian brand'

5.3.2 Establishing, maintaining and strengthening strategic partnerships

5.3.3 Delivering and facilitating unique experiences that highlight Tasmania's cultural and natural values

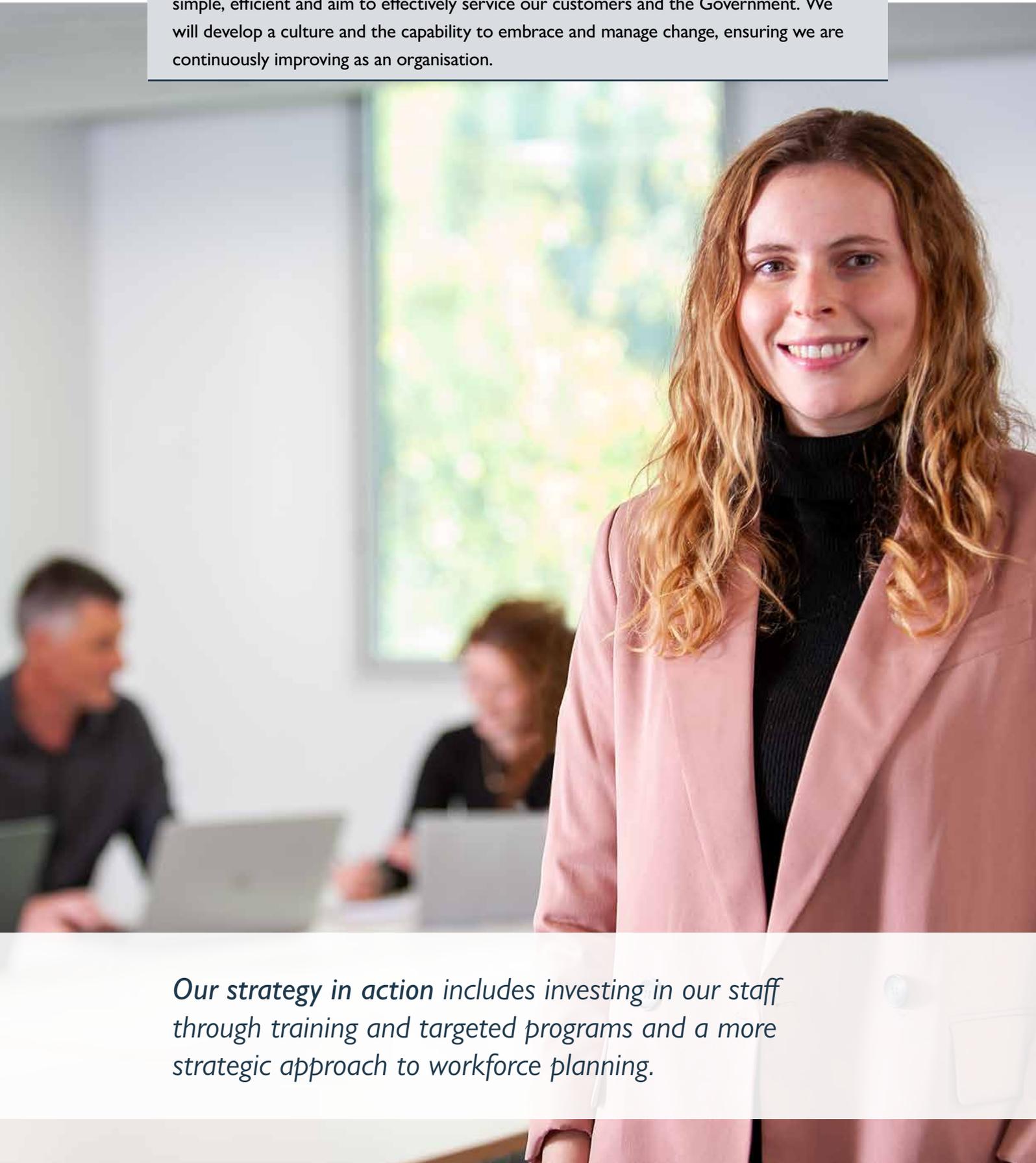
Success factors



Strategic Priority 6

Build a high performance department, driven by our people and our systems.

Key to bringing this Strategy to life through the programs of work we have set for the next five years is to **build a high performance department, driven by our people and our systems**. We will ensure we have the capacity and capability to deliver our services and policy agenda, and that our people are safe and engaged. Our systems will be simple, efficient and aim to effectively service our customers and the Government. We will develop a culture and the capability to embrace and manage change, ensuring we are continuously improving as an organisation.



Our strategy in action includes investing in our staff through training and targeted programs and a more strategic approach to workforce planning.

Strategic Priority 6

**Build a high performance department,
driven by our people and our systems.**

6.1 Continuously improving work, health, safety and wellbeing through our people, processes and systems by:

- 6.1.1 Refreshing of our Safety Management System to drive physical and mental wellbeing
- 6.1.2 Establishing and implementing a wellbeing and safety culture program

6.2 Establishing an organisational culture that enables delivery of departmental priorities by:

- 6.2.1 Designing and embedding 'How We Work' principles into ways of working
- 6.2.2 Building and implementing a sustainable leadership development program that is aligned to our How We Work principles and the culture we want to create

6.3 Ensuring we have the right people, in the right roles, now and for the future by:

- 6.3.1 Investing in strategic workforce planning to achieve and retain an agile and mobile workforce with the right capabilities
- 6.3.2 Increasing staff capability through targeted training programs and development opportunities

6.4 Embracing innovation and driving continuous improvement in our work practices by:

- 6.4.1 Establishing and implementing a work program to develop or review key departmental frameworks, guides and tools
- 6.4.2 Building organisational capability in change management
- 6.4.3 Identifying and trialling new technologies to support innovative practices
- 6.4.4 Identifying and implementing organisation design improvements to enable delivery on strategic priorities

6.5 Establishing a service delivery model that ensures customer and stakeholder centric outcomes by:

- 6.5.1 Establishing and implementing a whole of department stakeholder engagement strategy
- 6.5.2 Reviewing digital touch points to ensure user centric design
- 6.5.3 Reviewing our services to ensure they are customer and stakeholder centric and are financially sustainable

Priority 6 continues

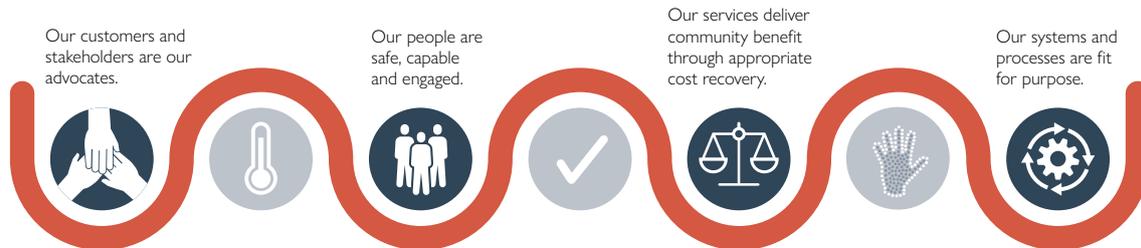
Strategic Priority 6

Build a high performance department,
driven by our people and our systems.

6.6 Driving smart investment in systems and tools that align with our strategic priorities by:

- 6.6.1 Adopting a departmental holistic and sustainable approach to asset management
- 6.6.2 Developing and implementing an IT roadmap that minimises duplication and maximises scalability and flexibility
- 6.6.3 Developing and implement a protective security plan for our people, information and assets

Success factors





Delivering a sustainable Tasmania ●

Department of Natural Resources
and Environment Tasmania
Strategy and Business Services
Email: strategy@nre.tas.gov.au
Visit: www.nre.tas.gov.au