

OUR KEY CHALLENGES AND OPPORTUNITIES



Climate change and risks to biodiversity

- Ensure that parks and forests are managed to conserve species and ecosystems and build resilience to natural disasters and extreme weather events.
- Maximise our contributions to improve the health of the Great Barrier Reef through the Great Barrier Reef Field Management Program and the Reef 2050 Long-Term Sustainability Plan.



Technology and innovation

- Optimise technology to deliver innovative customer experiences.
- Create a diverse range of opportunities for customers, industry and the community to engage with the department.



Demographic factors, including generational and cultural changes and increasing urbanisation

- Foster appreciation of nature and conservation through our parks and forests.
- Support and encourage a wider range of sport and recreation activities that meet Queenslanders' changing lifestyles and needs.
- Transform the community's interest in sport and recreation to active participation.



Contemporary legislative and policy frameworks

- Develop responsive legislation and policy which meet the expectations of the Government and community.

OUR CONTRIBUTION TO THE GOVERNMENT'S OBJECTIVES FOR THE COMMUNITY

- **Creating jobs and a diverse economy** by: partnering to support Queensland's tourism aspirations and deliver sustainable ecotourism experiences; supporting partnerships with Traditional Owners for services on protected areas; building and maintaining park management, visitor and tourism infrastructure; working with industry partners and the community to improve job opportunities in sport and recreation; supporting local sport and recreation infrastructure and participation opportunities; and administering programs to support the racing industry.
- **Delivering quality frontline services** by: providing customer-focused parks and forests booking systems; streamlining permits; providing safe, sustainable, enjoyable visitor experiences; and providing programs, workshops and resources to encourage all Queenslanders to be more physically active.
- **Protecting the environment** by: managing protected land and sea areas and forests to sustain natural and cultural values and build environmental resilience, in partnership with Traditional Owners and other organisations; and protecting and maintaining marine and island ecosystems through the Great Barrier Reef field management program.
- **Building safe, caring and connected communities** by: engaging with Traditional Owners and the community in managing parks and forests, disaster preparedness and recovery; supporting the sport and recreation community across all regions to enhance participation, particularly for children and young people, disadvantaged groups and women and girls; optimising performance of elite athletes and coaches; and supporting country racing.



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 2016—2020



National Parks, Sport and Racing Strategic Plan 2016–2020

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 active participation in physical activity.
- Support the Queensland racing industry.

OBJECTIVES

QUEENSLAND'S OUTSTANDING PARKS AND FORESTS ARE PROTECTED, ENJOYED AND CHERISHED NOW AND INTO THE FUTURE, ENHANCING QUEENSLANDERS' WELLBEING AND PROSPERITY



1. Conserve natural and cultural values on parks and forests.
2. Deliver field management in the Great Barrier Reef Marine Park and Great Barrier Reef Coast Marine Park in partnership with the Australian Government.
3. Facilitate ecotourism, recreation and heritage experiences within parks and forests.
4. Provide protected area services in partnership with Traditional Owners and Indigenous communities.
5. Manage parks and forests permissions to provide sustainable environmental, economic and social benefits to the Queensland community.

STRATEGIES

PERFORMANCE INDICATORS

- Improving national parks' natural, cultural and presentation values towards target conditions.
- Hazard reduction through the Queensland Parks and Wildlife Service fire management program to protect life, property and biodiversity.
- Departmental contribution to performance of the Great Barrier Reef Field Management Program.
- Efficient delivery of infrastructure projects on Queensland Parks and Wildlife Service managed estate.
- Protected areas managed under cooperative arrangements with Traditional Owners.
- Enjoyment of Queensland's parks and forests by the community.

QUEENSLANDERS LEAD ACTIVE AND HEALTHY LIFESTYLES THROUGH PARTICIPATION IN PHYSICAL ACTIVITY



1. Engage young people to encourage lifelong participation in physical activity.
2. Support a wide range of physical activities, including sport, fitness and other recreation-based activities, encouraging all Queenslanders to become more active.
3. Activate places and spaces for sport and recreation, including making the most of government-owned facilities.
4. Build strong partnerships across government, the community and commercial sector to boost participation in physical activity.
5. Support and develop elite Queensland athletes through provision of coaching and related support services, and sport science research.

- Greater proportion of Queenslanders, particularly children and young people, involved in sport and active recreation.
- Efficiency of project management across our sport and recreation grants.
- Effectiveness of sport and recreation education and training programs.
- Increased sport and active recreation opportunities through management of facilities, including Queensland Recreation Centres.
- Provide funding for planning and delivery of fit-for-purpose sport and recreation infrastructure.
- Success of Queensland's elite athletes.
- Efficient funding of sport science research projects.

A LEGISLATIVE AND POLICY FRAMEWORK FOR RACING WHICH MEETS THE EXPECTATIONS OF THE COMMUNITY



1. Provide policy advice to government on racing matters.
2. Provide support to the racing industry.

- Racing legislation and policy which meet community expectations.

A CAPABLE AND STREAMLINED, CUSTOMER-CENTRIC ORGANISATION



1. Maximise the benefits of new technologies to deliver improved customer services.
2. Collaborate internally and with external partners to deliver new and more effective services.
3. Ensure our people are focused on customers, performance and innovation.
4. Maintain a proactive approach to ensure a safe and healthy workforce.
5. Ensure governance arrangements are in place to support efficient, effective and ethical management of the department and its resources.

- Streamlined, efficient business processes.
- A safe, healthy, ethical and capable workforce meeting business needs.
- Improved results in the Working for Queensland Employee Opinion Survey.

OUR PRIORITIES FOR 2016-17

- Partner with the Department of Environment and Heritage Protection to progress long-term protected area policy for the acquisition and management of the protected area estate.
- Implement the new online booking service to improve customer experience for camping and vehicle access permits.
- Deliver joint management arrangements in the North Stradbroke Island area, including Naree Budjong Djara National Park, and on Cape York Peninsula Aboriginal land national parks.
- Deliver departmental contributions to the Reef 2050 Long-Term Sustainability Plan, including progressing the declaration of new fish habitat areas on the central Queensland coast and delivering the Rainie Island recovery project.
- Work with the Australian Government to ensure a sustainable forward funding framework for the Great Barrier Reef Field Management Program, including a joint commitment to funding indexation levels.
- Progress departmental initiatives in the Queensland Ecotourism Plan, including ecotourism facilities proposals for protected areas.
- Deliver significant regional infrastructure projects to redevelop Mon Repos Turtle Centre and improve tourism and recreation use of the Great Barrier Reef.
- Progress protected area management frameworks, including management planning instruments, management effectiveness evaluation, and levels of service.
- Partner with industry and the community to develop outdoor recreation opportunities, including visitor experiences, to promote active recreation, tourism and economic benefits throughout regional Queensland.
- Support grassroots sport and recreation participation through the Get in the Game programs: Get Started Vouchers, Get Going Clubs, Get Playing Places and Spaces and Get Playing Plus.
- Work with industry, partners and the community to enhance statewide capabilities and deliver quality sport and recreation services, to increase participation of all Queenslanders, including children and young people, and Indigenous people.
- Pilot special initiatives to support participation in sport and recreation of different cultural groups.
- Support the planning and delivery of fit-for-purpose sport and recreation infrastructure across our local, regional and remote communities.
- Continue to deliver the Start Playing, Stay Playing initiative to promote and encourage women and girls to be active in sport and recreation.
- Support Queensland athletes through the Queensland Academy of Sport in their preparations for the 2016 Olympic and Paralympic Games, and the 2018 Commonwealth Games.
- Investigate options to improve safety in combat sports contests.
- Partner with the Department of Education and Training to increase community use of schools for sport and recreation.
- Further develop policy and ensure the effective implementation of revised governance arrangements for the racing industry.
- Provide funding for the Country Racing Support Program.
- Administer programs providing funding for critical racing projects.