



CORPORATE PLAN 2012-14

DEPARTMENT OF ENVIRONMENT, WATER AND NATURAL RESOURCES



Government of South Australia
Department of Environment, Water and Natural Resources

FOR WORD

This corporate plan provides a reference point, or touchstone, for every person who works in the Department of Environment, Water and Natural Resources – and for anybody who wants to understand how we work.

The plan is ordered in the following way:

- our purpose and our role
- our drivers, context and challenges
- our approach and our values – how we work
- our outcomes and priorities
- our organisation – foundation stones and structure

The plan provides our common ground – a shared perspective of the department.

Importantly, it explains how we order our work and organise people, and it outlines our priorities for delivery over the next two years.

But above all, it provides clarity about the values and behaviours that will guide the way we work. In a nutshell, ethical public service to South Australia is what we are about – people matter, participation and improvement are central, and we get the right things done.

Unashamedly, I have high expectations of every person who works in our department. I want you to do your best and find fulfilment in your public service. Our stewardship role in natural resources management is central to the prosperity and identity of South Australians.

I want us to use this plan to help us align our efforts around a common purpose and outcomes. No matter where you work in the department, or what you do, your work is important and you can make a meaningful contribution.



Allan Holmes Chief Executive



OUR PURPOSE

To ensure that healthy and productive natural resources sustain our wellbeing and economy

The Department of Environment, Water and Natural Resources leads the management of South Australia's natural resources.

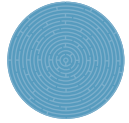
We work across a diverse range of issues, including climate change, water security, the health of the River Murray, nature conservation, sustainable land management, built and cultural heritage, and the management of parks, botanic gardens and public lands.

We work in partnership with the state's eight natural resources management boards to advise, inform and support community and government decision-making and deliver services to communities. We also work with local government, industry, landholders and community organisations.

We recognise that our natural resources are of great importance to the people of South Australia and that they are fundamental to our health, wellbeing and way of life. They also provide for the development of South Australia's population and economy – and hence the state's prosperity.

We have a responsibility to make sure that the benefits of sustainably managing our natural resources – now and for future generations – are understood and shared widely.





THE BIG PICTURE

Our drivers and context

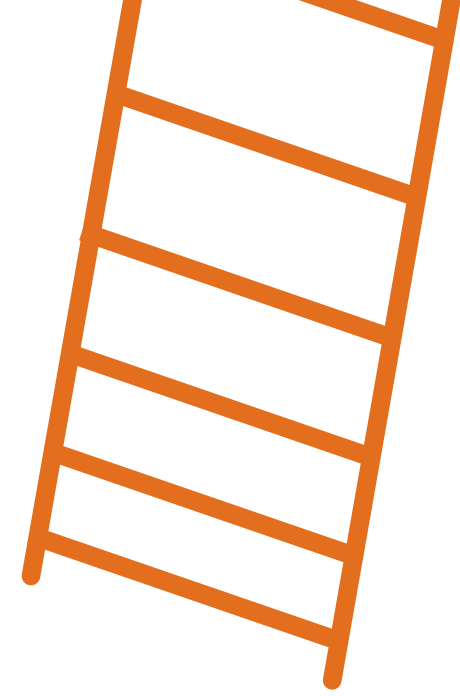
Our work is guided by government priorities, community values and aspirations, the state and condition of natural resources, and our legislative and policy mandate.

We contribute to the seven strategic priorities of the Government of South Australia, playing a particular role in *Premium food and wine from our clean environment*, *Creating a vibrant city*, *Realising the benefits of the mining boom for all*, and *Safe communities, healthy neighbourhoods*. We also have lead responsibility for 11 of the targets set out in *South Australia's Strategic Plan*.

A summary of these whole-of-government contributions can be found at the back of this plan.

There are a number of whole-of-government strategies that inform our work, most notably *Our Place. Our Future. State Natural Resources Management Plan for South Australia 2012-2017*. The eight regional natural resources management plans are major drivers of our delivery effort, and we will maximise the alignment between these regional plans and this corporate plan.

OUR CHALLENGES



There are a number of challenges in managing South Australia's natural resources. They include:

Increasing demand for natural resources

South Australia is preparing for a growing population and the expansion and diversification of its economy. Both will increase the demand on natural resources and require informed and balanced responses that adequately weigh up economic, social and environmental considerations.

Climate change

Climate change will undoubtedly be one of our biggest challenges. Projections for South Australia include warmer and drier conditions across much of the state, and an increased risk of severe weather events including storms, flooding, heatwaves,

drought and bushfires, all of which are likely to have social, economic and environmental impacts. Preparing for climate change will need a coordinated and integrated approach by government, the community and industry to identify risks and help us adapt.

Building community and cross-sector collaboration

Collaboration between government, industry and the community lies at the heart of effective natural resources management. We will ensure that our priorities and our ways of working promote collaboration and help build awareness of the importance of healthy natural resources to our wellbeing and economy.

Best use of knowledge and information

To effectively manage the increasing demand on our natural resources, government, industry and the community will need to make well-informed decisions. We will need to make the best use of existing information, incorporate local input and traditional knowledge, and consider the social science that supports both values and decisions. An adaptive approach will help us make better decisions, particularly when we have incomplete knowledge.

A modern and adaptive organisation

Increasing pressure on public finances means we must continually review our priorities and the way we work to ensure that the services we deliver are effective and efficient. We also face a number of complex public policy challenges that do not fit neatly within one agency's responsibilities. All the while, the public continues to expect better government service delivery. Our success will be directly tied to the skills, motivation, flexibility and agility of our people, and our ability to operate as a modern, dynamic and efficient organisation.

HOW WE WORK



Our approach

The right approach to our work will help us transform challenges into opportunities. Our approach focuses on the interconnection of people, production and conservation to help achieve this. These characteristics are consistent with the three goals of the *State Natural Resources Management Plan 2012–2017*.

In delivering our work:

- We will engage and involve the community, industry and government, to help share responsibility for natural resources and encourage informed decisions.
- We will facilitate the sustainable use of natural resources for productive purposes.
- We will strive to conserve natural systems for the long term.

Our values

As individuals, as teams, and as a department, three values are central to the way we work:

We get the right things done

Being effective is important to us. We will scrutinise our work and make sure it contributes to our desired outcomes. Importantly, we will get things done.

We believe that people matter

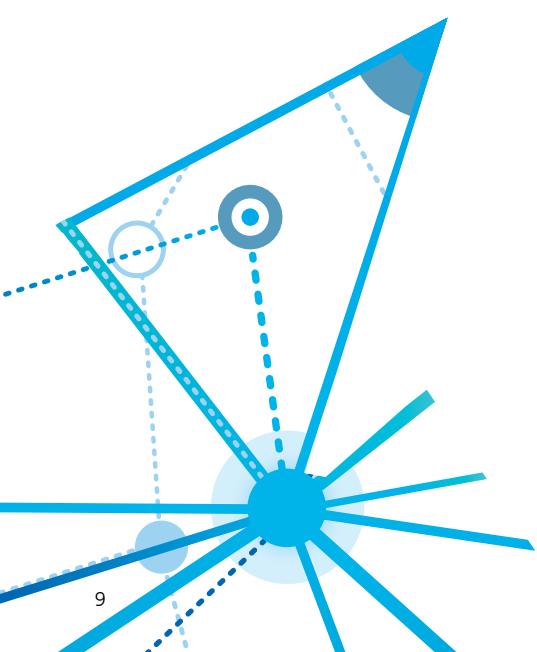
We treat each other, and expect to be treated, with respect. We have a generosity of spirit towards others. We recognise the importance of citizenship and understand that with rights go responsibilities. We also acknowledge Aboriginal Australians and their connection with land and water. Finally, we commit to safe and healthy work places.

We participate and seek to improve

We believe that participation at work is not a choice. We will step forward and be active participants, helping to lead and shape the way ahead. We believe that we should seek not just to *do* better but to *be* better – and recognise that this is a continuous process.

In accordance with our role as public servants, we also abide by the *Code of Ethics for the SA Public Sector 2010* and use the following to guide our behaviours at work:

- democratic values
- service, respect and courtesy
- honesty and integrity
- accountability
- professional conduct standards.



OUR OUTCOMES AND STRATEGIC PRIORITIES



Our strategy is to ensure healthy and productive natural resources by delivering four substantial outcomes. These outcomes will be achieved through a range of actions across the department, including the delivery of 12 strategic priorities.

Resilient landscapes and livelihoods

We will help develop and support healthy and productive landscapes and livelihoods – ranging from resilient food, wine and fibre production to vibrant urban environments. With empowered and responsible communities at their core, they can adapt into the future.

Strategic priorities

1. Strengthen the regional natural resources management system and make it relevant for all South Australians, including by increasing opportunities for the community to participate.
2. Enhance the liveability of Adelaide through better planning and design that connects people to the natural world, reduces environmental impacts and enhances the beauty of our urban landscapes.
3. Lead the implementation of South Australia's Climate Change Adaptation Framework.

OUTCOME 2

Sustainable water resources for all

We will help ensure that South Australians have access to sufficient and reliable fit-for-purpose water – supporting food and wine production, mining expansion, the liveability of our cities and the health of our environment – and that our use of water resources is sustainable in the long-term.

Strategic priorities

4. Improve the management and operation of the River Murray, especially through the opportunities provided by the Murray–Darling Basin Plan.
5. Streamline and improve water allocation planning processes across the state.
6. Implement a series of initiatives to improve the sustainable use of water in the South East, including the South East Flows Restoration Project, the regulation of forestry water, a new drainage system operations and management regime, and completion of the Lower Limestone Coast Water Allocation Plan.

Community benefits from parks, public places and heritage ●●●●●

We will make sure that the benefits of our unique and diverse national parks and public assets are recognised, protected and enjoyed by the community, and that they support both the health of our neighbourhoods and the resilience of our landscapes in accordance with the NatureLinks philosophy.

Strategic priorities

7. Improve conservation and sustainable use of marine environments through implementation of marine parks management plans.
8. Provide exceptional opportunities for people to enjoy and use our parks and public places, and increasingly involve the community in their management.
9. Meet our target for prescribed burning on high-risk public land and maintain an appropriate bushfire response capacity.

Effective and informed services and advice

We will pride ourselves on providing effective customer-focused services, advice and solutions informed by robust and accessible knowledge.

Strategic priorities

10. Streamline administration, permit and licensing arrangements to improve customer service.
11. Use the Natural Resources Management Reporting Framework to align monitoring arrangements and improve our understanding of the state and condition of the state's natural resources.
12. Change the way the department operates, in line with our five foundation stones and the Public Sector Renewal Program.

OUR ORGANISATION

Our foundation stones for a high-performing organisation

The Premier has initiated the Public Sector Renewal Program in response to the many challenges facing the public sector. It builds on previous work, particularly the High Performance Framework, and the shift to give greater responsibility to chief executives. In line with these government directions, we will work collaboratively to improve the quality of our services, and develop, support and empower our people to make the department a dynamic and great place to work.

We have used our values, the challenges we face and our priorities to identify five foundation stones that we will use to drive our ongoing development and improvement:

- Build collaboration and integration across the organisation.
- Make accountability and performance central to our business.
- Embrace the regional natural resources management model and make the community central to our work.
- Develop and deliver high-quality policy that is fit-for-purpose.
- Promote the values and behaviours of good public service.



OUR STRUCTURE

We base our structure around three groups: Strategy and Advice; Partnerships and Stewardship; and Customer and Corporate Services.

We work collaboratively across our department and partner with others to provide efficient services and sound advice to both government and the community.

Minister for Sustainability, Environment and Conservation
Minister for Water and the River Murray

Chief Executive

Strategy and Advice

The **Strategy and Advice Group** leads the development and implementation of government policies and strategies. The group provides practical and informed advice to guide operations and inform government and community decision-making.

Strategy and Advice roles include:

- developing and reviewing policy and legislation for natural resources, climate change, sustainable water use and the interaction of people with parks, public places and heritage
- providing information and advice about the quality, quantity, use and conservation of our natural resources and heritage
- conducting monitoring and using science to support and inform policy and delivery, and to enhance the state's scientific knowledge and understanding
- driving organisational strategy and performance initiatives to facilitate our development and ongoing improvement
- coordinating internal and external communication and providing strategic guidance to inform our engagement with communities and customers
- supporting our many boards and committees.

Partnerships and Stewardship

The **Partnerships and Stewardship Group** is responsible for much of the department's operations, including devolved delivery through eight regions – Adelaide and Mount Lofty Ranges, Kangaroo Island, Northern and Yorke, South Australian Murray–Darling Basin, South Australian Arid Lands, South East, Eyre Peninsula and Alinytjara Wilurara – in partnership with regional natural resources management boards.

Partnerships and Stewardship roles include:

- coordinating regional natural resources management planning and priority-setting with communities
- regional delivery of a range of services (for the department and regional natural resources management boards), including land and water resources assessment and planning, nature conservation, sustainable land management advice and technical support, monitoring and evaluation, and compliance and enforcement activities
- coordinating and delivering community grants, volunteering programs and activities to engage communities and involve people in natural resources management
- delivering the department's fire on public land and hazard management responsibilities
- delivering major projects, including maintenance of water infrastructure and ecological restoration programs for riverine environments
- managing visitor services and public access to national parks, reserves and commercial sites.

Customer and Corporate Services

The **Customer and Corporate Services Group** provides the agency support and customer services that ensure we are a high-performing and customer-focused organisation.

Customer and Corporate Services roles include:

- servicing customers through the administration of leases, licences and permits
- managing River Murray operations, infrastructure and Living Murray Icon Sites
- showcasing our botanic gardens for the benefit and enjoyment of the community
- providing governance, legal, risk and audit advice and services for the department, the Minister and the boards and committees supported by the department
- providing corporate activities to support the performance and operation of the organisation, including financial, human resources, business planning, business operations and work health and safety services.

OUR WHOLE-OF- GOVERNMENT CONTRIBUTIONS

We contribute to the South Australian Government's seven strategic priorities

The Government of South Australia has identified seven areas for concentrated attention and effort. We align our activities around these strategic priorities to maximise the contributions that we make.

Our primary contributions are:

1. Creating a vibrant city *

Contemporary approaches to urban planning recognise the role of environmentally-sensitive urban design in supporting the liveability and vibrancy of cities. We help identify how approaches such as water-sensitive urban design and green infrastructure can help support Adelaide's liveability and adaptation to climate change and make it one of the great small cities of the world.

2. Safe communities, healthy neighbourhoods *

Open spaces and parks are an integral part of our neighbourhoods, providing places to be active, socialise and connect with other members of the community. Our built and cultural heritage provides a reminder of who we are and where we have come from. We maintain an extensive network of public parks and places for community use and enjoyment, along with promoting the conservation of our built and cultural heritage.

3. An affordable place to live

4. Every chance for every child

5. Grow advanced manufacturing

6. Realising the benefits of the mining boom for all *

Access to reliable water resources and to public land will be essential to support sustainable mining exploration and production. We facilitate access to public land for mining activities, provide valuable information on regional water resources, and develop modern water solutions – with industry – that ensure our land and water resources are used sustainably.

7. Premium food and wine from our clean environment *

Effective natural resources management underpins the ongoing productivity and sustainability of South Australia's food and wine sectors. Building our environmental credentials will help us prepare for future environmental challenges and also offer potential market opportunities as global interest grows in food that is produced sustainably and ethically. We promote the uptake of effective natural resources management practices, and help our food and wine sectors understand and improve their environmental credentials so they can maintain their productivity into the future.

* DEWNR represented on cross-agency Senior Officers' Group for strategic priority



We lead on 11 *South Australia's Strategic Plan* targets

We are the lead agency for the delivery of 11 of the 100 economic, social and environmental targets within *South Australia's Strategic Plan*. View all targets and target progress at www.saplan.org.au

Target 59 **Greenhouse gas emissions reduction**

Target 62 **Climate change adaptation**

Target 69 **Lose no species**

Target 70 **Sustainable land management**

Target 71 **Marine biodiversity**

Target 72 **Nature conservation**

Target 73 **Recycled stormwater**

Target 74 **Recycled wastewater**

Target 75 **Sustainable water use**

Target 76 **River Murray – flows**

Target 77 **River Murray – salinity**



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