

NQ Dry Tropics

# Corporate Strategic Plan

2011-2014





## NQ Dry Tropics - *about us*

NQ Dry Tropics is a community-based, not-for-profit company, established in 2002.

NQ Dry Tropics is the peak natural resource management (NRM) body for the Burdekin Dry Tropics NRM region, encompassing a land and sea area of over 13.4 million hectares.

Our primary objective is to promote sustainable development of land and water resources in the dry tropics of north Queensland.

Our primary business activity is to work with stakeholders across the region that have an interest in the use and management of our natural resources by providing planning direction, information, advice and practical support.

For more information on this Strategic Plan, contact NQ Dry Tropics at:

Phone: 07 4724 3544

Fax: 07 4724 3577

Email: [info@nqdrytropics.com.au](mailto:info@nqdrytropics.com.au)



## Introduction and purpose

Two key documents provide NQ Dry Tropics' strategic direction: the Corporate Strategic Plan and the regional Natural Resources Management (NRM) Plan. The Corporate Strategic Plan provides the broad direction for the organisation while the NRM Plan directs our natural resource management efforts and outcomes.

The Corporate Strategic Plan is an overarching document that sets the course and culture of our organisation. It lays out the vision and values that will guide future choice and behaviour, identifies the processes and activities that are necessary to achieve our strategic goals, and provides measures against which we will monitor progress.

The Strategic Plan was developed through a process that included:

- Feedback and direction from staff and the board through a series of workshops;
- An analysis of the organisation's strengths, weaknesses, opportunities and threats; and
- External and independent assessment against the "Performance Excellence Guide for Regional NRM Organisations". The Guide was developed as a frame of reference against which the overall performance and capability of regional NRM Bodies could be assessed.

The Strategic Plan is also informed by a number of business drivers and factors identified as impacting on the organisation.

The Strategic Plan has a life of three years, and will be reviewed annually. Progress in both its implementation and achievement of goals and strategies will be monitored, evaluated and reported on an ongoing basis.

## This document

This Strategic Plan is structured in two parts:

1. The first part establishes 'who we are' – it sets our vision, our role and our values.
2. The second part of this Plan sets out our strategic goals, together with the strategies that will achieve them. This section also identifies the all-important key performance indicators (KPI) that will be used to monitor our progress towards achieving the goals and strategies.



## Who we are

### *Our Vision - the destination:*

A community that leads the way in the sustainable management of land and water.

### *Our Mission - to achieve our vision we will:*

Enable and support the dry tropics community to achieve sustainable management of land and water.

### *Our Role – we will achieve our mission by:*

- planning for the sustainable management of land and water resources;
- managing and delivering programs that that help protect, maintain and restore land and water resources;
- enhancing the capacity of the community to manage for sustainability;
- sharing knowledge, and promoting learning, continuous improvement and best practice;
- developing partnerships and securing investment to support our mission, and
- supporting and promoting research into land and water management issues informing and influencing policy.

### *Our Values and Behaviours - we will fulfil our role by:*

- acting with integrity, respect, honesty and transparency in all our dealings;
- approaching every challenge in a constructive and innovative way;
- ensuring our decision making is ethical and well-informed;
- striving for excellence and improvement in everything that we do;
- being accountable for our work results and personal actions, and
- recognising the achievements of others, and valuing collaboration and cooperation.



## Goals, strategies and KPIs: 2011-2014

NQ Dry Tropics has identified five strategic goals for the next three years. Each of these goals is supported by several strategies and performance indicators.

For many of the KPIs, benchmark data are not currently available. These will be collected in the first year of this strategy and numerical targets will be added at that time.

### Goal 1: Develop strong and valued connections with our community

**Strategic intent:** The strength of regionally delivered natural resource management is based on the recognition that the people closest to the issues are often the ones best placed to manage them. This goal seeks to maximise the opportunity for direct community participation and ownership of NRM.

Strategic Objectives 2011-2014	Key Performance Indicators
a. <b>Identify and develop partnerships critical to supporting the mission of NQ Dry Tropics.</b>	<ul style="list-style-type: none"> <li>Community satisfaction with planning and program directions and outcomes.</li> </ul>
b. <b>Create an environment that fosters effective relationships and connections within our community.</b>	<ul style="list-style-type: none"> <li>Community, government and business recognition of the role and capabilities of NQ Dry Tropics.</li> </ul>
c. <b>Provide balanced and objective information to our community.</b>	<ul style="list-style-type: none"> <li>Participation in forums relevant to NRM.</li> </ul>
d. <b>Ensure the concerns and aspirations of the community are consistently understood, considered and incorporated into plans, policy, programs and decisions.</b>	<ul style="list-style-type: none"> <li>Alignment with and participation in sub-regional planning and delivery processes.</li> <li>Involvement of groups, organisations and individuals in NRM activities across the region.</li> </ul>
e. <b>Collaborate with our partners and the wider community to deliver sustainable management of land and water resources.</b>	
f. <b>Build the capacity of the community to recognise and address land and water resource issues.</b>	



## Goal 2: Demonstrate leadership in land and water resources management

**Strategic intent:** This goal seeks to build and strengthen our role as an enabling leader in natural resources management; building collaboration and coordination, informing and empowering others, and being effective in promoting and meeting the NRM aspirations of our community.

Strategic Objectives 2011-2014	Key Performance Indicators
a. <b>Lead the review and promotion of an NRM Plan for the Dry Tropics region.</b>	<ul style="list-style-type: none"> <li>• Community, government and business recognition of the role and capabilities of NQ Dry Tropics.</li> </ul>
b. <b>Advocate for the sustainable management of land and water resources.</b>	<ul style="list-style-type: none"> <li>• Funding and activity in NRM in the dry tropics.</li> </ul>
c. <b>Play an active role in informing and influencing government policies, plans and programs that affect land and water resource outcomes.</b>	<ul style="list-style-type: none"> <li>• Influence on broader NRM agenda.</li> <li>• Alignment of NRM policies with community needs and aspirations.</li> </ul>
d. <b>Guide, support and communicate research that supports the sustainable management of land and water resources.</b>	<ul style="list-style-type: none"> <li>• Research investment and outputs relevant to the dry tropics.</li> </ul>
e. <b>Maintain a strong land and water knowledge base and processes to share this knowledge.</b>	<ul style="list-style-type: none"> <li>• Land and water knowledge supports the needs of internal and external stakeholders.</li> </ul>
f. <b>Recognise and respect the traditional cultural history of our region and the role that Traditional Owners play in land and water resource management.</b>	<ul style="list-style-type: none"> <li>• Use of traditional ecological knowledge in land and water resource management.</li> <li>• Participation of Traditional Owners in working on country.</li> </ul>



### **Goal 3: Be a healthy and well governed organisation**

**Strategic intent:** Our people are our most important asset and are the key to our success. This goal focuses on providing an environment and the necessary support that ensures that our staff and our board are appropriately skilled, experienced and motivated.

<b>Strategic Objectives 2011-2014</b>	<b>Key Performance Indicators</b>
<b>a. Value our people by providing effective management, mentoring and development opportunities for all staff.</b>	<ul style="list-style-type: none"><li>• Staff satisfaction and understanding of roles and direction.</li></ul>
<b>b. Care about our people by enabling a culture of support, flexibility, respect and fairness.</b>	<ul style="list-style-type: none"><li>• Staff membership of professional associations.</li></ul>
<b>c. Ensure we have the capacity to deliver on our obligations to investors, partners, the community and staff.</b>	<ul style="list-style-type: none"><li>• Professional development plans and participation in training.</li></ul>
<b>d. Ensure effective leadership and governance arrangements are in place.</b>	<ul style="list-style-type: none"><li>• Staff retention, length of tenure and absenteeism.</li><li>• Internal and external audit results.</li></ul>





## Goal 4: Support the business with best practice systems and processes

**Strategic intent:** Our community and our investors expect that we will deliver NRM outcomes in an efficient and cost-effective manner. This goal enables a focus on the systems and processes required to ensure our activities and management decisions are timely, well informed, effective and efficient.

Strategic Objectives 2011-2014	Key Performance Indicators
a. <b>Employ best practice financial and management systems.</b>	<ul style="list-style-type: none"> <li>• Staff usage of corporate systems.</li> </ul>
b. <b>Monitor and evaluate all aspects of business performance.</b>	<ul style="list-style-type: none"> <li>• Internal and external audit results.</li> </ul>
c. <b>Develop a strong business and strategic planning framework.</b>	<ul style="list-style-type: none"> <li>• Broad suite of relevant business performance measures.</li> </ul>
d. <b>Develop effective information and knowledge management systems.</b>	<ul style="list-style-type: none"> <li>• Project performance (cost, quality and timeliness).</li> <li>• Productive utilisation of resources.</li> <li>• Access, awareness and availability of relevant organisational information and knowledge resources.</li> </ul>





## Goal 5: Grow the NQ Dry Tropics business

**Strategic intent:** Regional natural resource management is heavily reliant on government funding. As government funding priorities change, this reliance poses a significant risk to our ability to invest in regional NRM outcomes. This goal seeks to build stronger and mutually beneficial partnerships and a more resilient investment base for NRM in the dry tropics.

Strategic Objectives 2011-2014	Key Performance Indicators
a. Take advantage of new and emerging business opportunities.	<ul style="list-style-type: none"><li>• Diversity of income streams and partnerships.</li></ul>
b. Build recognised brand and value in our products and services.	<ul style="list-style-type: none"><li>• Investment in regional NRM plan outcomes.</li></ul>
c. Commit appropriate resources to enable the business to grow.	<ul style="list-style-type: none"><li>• Community, government and business recognition of the role and capabilities of NQ Dry Tropics.</li></ul>
d. Build strong relationships with clients, investors and business partners.	<ul style="list-style-type: none"><li>• Budget for business development activity.</li><li>• Increased number of partner organisations in program delivery.</li></ul>
e. Develop a sustainable membership base.	<ul style="list-style-type: none"><li>• Value exceeds the costs of maintaining membership base.</li></ul>



## Implementing the Strategic Plan

NQ Dry Tropics has developed a raft of key actions that will enable us to implement the Strategic Plan, and deliver against our goals and strategies. Some of these actions are entirely new for NQ Dry Tropics. Many though, are either actions underway or initiatives to improve ongoing actions in a major way. Each year, the actions which support the Strategic Plan will be integrated into the annual budget and business planning cycle.

Responsibility for implementing the key actions lies with senior management and, to some extent, the Board.

Our operating environment will inevitably alter during the three year life of the Strategic Plan; the nature and or timing of the key actions will invariably change as a result of ongoing review and evaluation.

