

## Strategic Plan 2026-2029

### PURPOSE

To provide fair, independent, and accessible services that help parties work through land access matters in Queensland's resources sector.

### VISION

To be Queensland's trusted independent pathway for helping parties work through land access matters and supporting sustainable coexistence outcomes.

### OBJECTIVES



#### CUSTOMER

**We provide independent, effective services that help parties work through land access matters.**

##### Performance indicators

- Matters are effectively assessed and investigated, or supported through mediation or dispute resolution, within appropriate timeframes.
- Customers understand our role, functions and powers.
- Investigation outcomes and resolution pathways are practical, fair and clearly communicated.
- LAO services are accessible and adaptable.



#### SERVICE

**We improve the quality of land access interactions and outcomes.**

##### Performance indicators

- Data and learnings are shared, contributing to improved decision making by stakeholders and government.
- Systemic issues are identified and investigated, providing recommendations for improving land access and dispute resolution frameworks.
- Land access matters are assessed and managed using a collaborative approach.
- Solutions, recommendations and services reflect leading practice in land access and coexistence outcomes.



#### CONNECTION

**Communities are aware of the service and engage with the LAO.**

##### Performance indicators

- Stakeholders know about the LAO and understand the services and pathways available.
- We build and maintain effective relationships with landholders, resource companies, community groups, government, and other stakeholders to support positive land access outcomes.
- We meet with Queensland communities to listen and understand the needs and interests of our customers.
- We provide stakeholders and customers with regular information that is credible and trustworthy.



#### PEOPLE

**Our workforce is outcome-focused, accountable, and sustainable.**

##### Performance indicators

- Our business model is adaptable and responsive.
- Our team is engaged and resilient with a focus on developing capability and high performance.
- Our culture is positive and productive, supporting performance, innovation, and continuous improvement.
- We employ practices that improve our systems and services to meet stakeholder needs.
- We maintain a strong governance framework that supports independence, accountability, and performance.

### VALUES

#### Integrity

We are honest, ethical and accountable in everything we do.

#### Respect

We treat people fairly and value different perspectives and experiences.

#### Collaboration

We work constructively with stakeholders to support positive land access outcomes.

#### Adaptability

We respond to changing needs, emerging issues and the evolving land access environment.

#### Communication

We communicate openly and clearly to build trust and understanding.

#### Leadership

We demonstrate professionalism, responsibility and a commitment to continuous improvement.

### GUIDING PRINCIPLES

Accessibility | Independence | Fairness | Accountability | Efficiency | Effectiveness

### COMMITMENTS

- We will work with communities and stakeholders so they understand the role of the LAO and how to access support when needed.
- We will actively maintain independence, impartiality and public confidence.
- We will keep pace with the changing land access environment through continual learning, adaptation and innovation.
- We support reconciliation with First Nations people.
- We respect, protect, and promote human rights in our decision-making and actions.

