

ANNUAL REPORT

2017–2018



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September 2018

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28 September 2018

The Honourable Leeanne Enoch MP
Minister for Environment and the Great Barrier Reef
Minister for Science and Minister for the Arts
GPO Box 2454
Brisbane Qld 4001

Dear Minister

I am pleased to submit for presentation to the Queensland Parliament, the Annual Report 2017–18 and financial statements for the Department of Environment and Science.

This report is prepared on the basis of the structure, operations and performance of the agency as it existed on 30 June 2018.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2009, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found at pages 132–134 of this Report.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jamie Merrick', with a stylized flourish at the end.

Jamie Merrick
Director-General

Message from the Director-General

Our environment is our future – it is fundamental to the lives of all Queenslanders and needs to be protected for future generations.

The new Department of Environment and Science unifies Environment, Heritage Protection, National Parks, Science and the Arts. With our collective strengths we have a shared purpose to address some of the state's most challenging and complex issues.

Balancing innovation for the future with the importance of maintaining cultural enrichment and a historical legacy is a defining goal for this department.

The department is creating jobs for a future state that is more resilient, sustainable and prosperous as we safeguard some of the most important biodiversity in the world.

Protecting the Great Barrier Reef is one of the Queensland Government's key priorities, as the Reef's importance as an ecosystem, an economic driver, a cultural asset and a global treasure cannot be overstated.

The department works in partnership with Traditional Owners to manage public protected areas and ensure that natural and cultural values are preserved.

This 2017–18 annual report—the first for the Department of Environment of Science—highlights our achievements, our priorities and contributions to the Queensland Government's objectives for the community.

During the reporting period, we acted as custodians of Queensland's environment, protecting and

sustainably managing our natural assets and cultural and built heritage for future generations to enjoy. By enabling ecologically sustainable development; facilitating eco, nature-based, heritage, arts and cultural tourism we also made valuable contributions to Queensland's economic prosperity.

In Science, we continued to lead the Queensland Government's science strategy and supported science and research partnerships across the state. We played an important role in building our knowledge economy and advancing Queensland through ongoing investments in innovation and emerging technologies.

In Arts, we supported Queenslanders' access to arts and culture and confirmed the valuable role it plays in enriching our lives. As part of our ongoing commitment to growing the arts sector we delivered a range of investment programs to maintain our premier cultural assets and support capital infrastructure for public spaces.

I would like to thank the department's executive leadership team and our employees across all regions. Their commitment and dedication in delivering programs and services contributes to our shared goal to improve outcomes for all Queenslanders.



Jamie Merrick
Director-General

About our annual report

The *Department of Environment and Science Annual Report 2017–18* is the first annual report for our new department.

The report is an integral part of our corporate governance framework and a key tool in ensuring we are accountable to stakeholders, the Queensland Parliament and the community about our activities. It highlights the work, achievements, activities and strategic initiatives of our department, and satisfies the requirements of Queensland's *Financial Accountability Act 2009*.

This report details progress against the relevant sections of the 2017–2021 Strategic Plans and the 2017–18 Service Delivery Statements for the former Department of Environment and Heritage Protection (EHP); the former Department of National Parks, Sport and Racing (NPSR); the former Department of Science, Information Technology and Innovation (DSITI) and the Department of the Premier and Cabinet (DPC). It also details how our work contributes to the Queensland Government's objectives for the community. The report is structured around the Service Areas of our department - Environmental Protection Services; Species and Ecosystem Protection; Heritage Protection Services; National Parks; Science and Arts Queensland. It also details the achievements of the Corporate Administration Agency and outlines how we are working to unify Environment, Heritage Protection, National Parks, Science and the Arts.

Other reporting

Previously, annual reports published by EHP and NPSR included other reports that are required by legislation, but not required to be included in the respective departments' annual reports. These reports will now be tabled separately and can be found on our website at: www.des.qld.gov.au.

- Report on the administration of the *Marine Parks Act 2004*
- Report on the administration of the *Environmental Protection Act 1994*
- Report on the administration of the *Nature Conservation Act 1992*
- Annual report from the Queensland Heritage Council
- Annual report from the Board of Trustees of Newstead House.

Additional published information

Several annual reporting requirements are addressed by publishing information on the Queensland Government Open Data website. These are:

- consultancies
- overseas travel
- Queensland language services policy.

For further information, please visit <https://data.qld.gov.au>.



About our department

Introducing Environment and Science

The Department of Environment and Science (DES) works with government, stakeholders and communities to achieve a better environmental, economic and social future for Queensland. We are responsible for:

- protecting and sustainably managing Queensland's environment and natural, cultural and heritage values
- safeguarding the state's environmental values, and reducing impacts from environmental harm
- promoting the development of, and engagement with, science, heritage and the arts.

Our vision is for our environment, science and the arts to enrich Queenslanders' lives now and into the future.

We are the custodian and joint manager of approximately 13 million hectares of protected areas and forests; and we facilitate the protection of 3.8 million hectares of nature refuges.

In conjunction with the Australian Government, we also manage 356,000 square kilometres of Great Barrier Reef and state marine parks. We also manage 12,000 square kilometres of declared fish habitat areas.

Queensland's national parks and forests attract 50 million domestic and 8 million international visitors each year, including 1.4 million guests in overnight camper stays.

Our state-owned arts and cultural facilities attract more than 7 million visitors annually.

We monitor legislative and regulatory compliance relating to the impact of industrial or commercial

activity on the environment, regulating over 17,500 sites under environmental authorities. This number comprises all locations where an environmentally relevant activity is being undertaken, as well as mobile and temporary environmentally relevant activities.

We provide comprehensive digital maps and information systems to Queensland businesses, industry and individuals that support sound decision making, with 132,150 maps downloaded in 2017.

We've collected and curated, at the Queensland Herbarium, over 860,000 plant specimens representing 150 years of species discovery to support the management of the state's mega biodiversity.

We recognise our important role as stewards of our beautiful natural environment, particularly the Great Barrier Reef, and cultural and built heritage, to ensure these unique assets are protected and sustainably managed for future generations to enjoy.

We monitor, as part of the Great Barrier Reef Catchment Loads Monitoring Program, water quality at 43 sites across 20 key catchments for sediment and nutrients and 20 sites for pesticides to inform the health of the Great Barrier Reef.

We make a notable contribution to Queensland's economic prosperity through enabling ecologically sustainable development, facilitating eco, nature-based, heritage, arts and cultural tourism, and investing in and supporting the science and arts sectors.

We enrich Queensland's social and community life through supporting vibrant cultural experiences, protecting significant heritage places and facilitating opportunities to connect, recreate and re-energise in our stunning natural landscapes and marine environments.

We engage, collaborate and partner with a diverse range of stakeholders, including the Australian Government, other Queensland Government agencies, local government, industry groups, Traditional Owners and Aboriginal and Torres Strait Islander peoples, research and educational bodies and local communities.

Machinery-of-government changes

DES was established in December 2017 under the *Public Service Act 2008*, Part 2, Division 2 – Administrative Arrangements Order (No.3) 2017.

As a result of the machinery-of-government changes, the former Department of Environment and Heritage Protection was renamed Department of Environment and Science.

DES brings together Environment, Heritage Protection, National Parks, Science and the Arts. The new department provides an opportunity to capitalise on, and harness, the inherent synergies and combined capability.

Incoming and outgoing divisions or functions

The following table outlines those divisions or functions that form the new department. There were no functions that left the department as a result of the machinery-of-government changes.

Joined the department	Left the department
Arts Queensland 12 December 2017	
Corporate Administration Agency – 12 December 2017	
Queensland Parks and Wildlife Service – 12 December 2017	
Office of the Queensland Chief Scientist – 12 December 2017	
Science – 12 December 2017	

Related annual reports

The following table outlines where the financial statements for the incoming functions can be located for the period 1 July 2017 to 12 December 2017.

Division/function and reporting period	Related annual report
Arts Queensland – 1 July 2017 to 12 December 2017	Department of the Premier and Cabinet 2017–18
Corporate Administration Agency – 1 July 2017 to 12 December 2017	Department of the Premier and Cabinet 2017–18
Queensland Parks and Wildlife Service – 1 July 2017 to 12 December 2017	Department of National Parks, Sport and Racing Final Report 2017
Office of the Queensland Chief Scientist – 1 July 2017 to 12 December 2017	Department of Science, Information Technology and Innovation Final Report 2017
Science – 1 July 2017 to 12 December 2017	Department of Science, Information Technology and Innovation Final Report 2017

The financial statements for the Environment and Heritage Protection functions of the department are reported for the full 1 July 2017 to 30 June 2018 period within this Annual Report.

Outgoing divisions or functions – non-financial performance information

No functions have been transferred out of DES.

Our strategic direction

During the reporting period, Environment, Heritage Protection, National Parks, Science and the Arts were focused on:

- conserving nature at both the species and landscape levels
- protecting the Great Barrier Reef
- ensuring that Queensland's outstanding parks and forests are protected, enjoyed and cherished
- avoiding, minimising or mitigating negative impacts on the environment
- growing the arts sector and foster a community that values the arts
- protecting significant heritage places
- advancing Queensland through innovation
- improving services for government
- providing efficient, responsive and integrated services
- a cohesive, capable and agile, customer-centric organisation delivering public value
- maintaining a high-performing workforce
- improving our organisation.

As the newly formed Department of Environment and Science, we have identified the following objectives:

- protection measures through robust policy, standards and insight
- partnerships that assist betterment of natural and cultural assets
- appropriate community and industry behaviours through targeted advice and regulation
- stewardship fostered through investment and collaboration
- high-performing organisation delivering value to the community.

Our operating environment

Our department works with government, stakeholders and communities to achieve a better environmental, economic and social future for Queensland. Environmental factors impacting on the department include:

- the imperative to secure Queensland's future through planning to mitigate and adapt to climate change, including the impacts on the Great Barrier Reef
- digital transformation, including artificial intelligence, mobility, social media and data analytics
- knowledge management, creating opportunities to transform our customer experience and the way we do business.

Challenges identified from these environmental factors include:

- balancing environmental protection with economic development
- building and maintaining agility to anticipate and respond to emerging trends and issues, and to balance a future focus with current demands
- adapting our service delivery models and workforce profile to respond to major economic and social shifts brought about by technological transformation, and government and community expectations.

This, however, presents us with opportunities to:

- provide stewardship for future generations through early engagement in the environment, science and the arts
- transform our customer experience and the way we do business through new digital technologies
- collaborate and build partnerships beyond traditional boundaries—global, government and community—to deliver best practice and solutions to complex problems.

In June 2018, the Queensland Government's new objectives for the community were tabled in the Legislative Assembly. Our department will contribute to priorities identified in *Our Future State: Advancing Queensland's Priorities*:

- Protect the Great Barrier Reef
- Create jobs in a strong economy
- Keep Queenslanders healthy
- Keep communities safe
- Give all our children a great start
- Be a responsive government.

Our leaders



Jamie Merrick

Director-General

As Director-General, Jamie leads the government's sustainability agenda in relation to Queensland's environment, national parks and heritage; and ensures the delivery of robust scientific services and a vibrant and sustainable arts sector in Queensland.

Under the *Financial Accountability Act 2009*, the Director-General is accountable to the Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts for the efficient, effective and financially responsible performance of the Department of Environment and Science.



Tony Roberts

Deputy Director-General, Environmental Policy and Planning

Tony is responsible for the development and review of policy and legislation to support the Queensland Government's environment and heritage agenda. Tony leads the department's environmental legislation and policy priorities in relation to: climate change; water quality; the Great Barrier Reef; waste management; delivery of the Container Refund Scheme and ban on lightweight plastic bags; sustainable planning and development; coastal management; built heritage; air and chemicals; environmental protection and State of the Environment reporting. Tony also leads the Office of the Great Barrier Reef, which is responsible for coordinating the implementation of Great Barrier Reef programs and investment across the Queensland Government.



Dean Ellwood

Deputy Director-General, Environmental Services and Regulation

Dean leads the department's regulatory program, ensuring that it is targeted, consistent and transparent in its facilitation of sustainable development and strong environmental performance. Dean ensures that relevant frameworks and service delivery mechanisms are in place to support both the implementation of legislation and policy and environmental assessments for development and resource projects across the state. Dean is also responsible for managing environmental risks through a proactive compliance and enforcement program, which includes 24/7 issues reporting mechanisms and incident response networks, and strong litigation capabilities to respond to serious breaches.



Ben Klaassen

Deputy Director-General, Queensland Parks and Wildlife Service

Ben leads the management of Queensland's parks and forests in partnership with Traditional Owners, protecting natural and cultural values, supporting sustainable use of these areas and providing nature-based and eco-tourism opportunities. He is also responsible for the operational delivery of the Great Barrier Reef Joint Field Management Program, in partnership with the Australian Government, to protect and maintain the marine and island ecosystems of the Great Barrier Reef.



Wade Oestreich

Deputy Director-General, Protected Area Innovation, Engagement and Policy

Wade is responsible for leading the department's policy development and engagement functions as they relate to Queensland's protected areas. He also leads the department's innovation function which is aimed at embedding innovative culture and practices. Wade is also responsible for the coordination and oversight of the development of commercial ecotourism facility proposals, including building more collaborative partnerships with the Department of Innovation, Tourism Industry Development and the Commonwealth Games and the Queensland tourism industry.



Kirsten Herring

Deputy Director-General, Arts Queensland

Kirsten oversees the activities of Arts Queensland, including the Queensland Government's investment in the South Bank Cultural Precinct, the funding of the major arts companies, the corporate governance support for the state's arts statutory bodies and government-owned companies, and the delivery of the arts investment and infrastructure funding programs.



Rob Lawrence

Deputy Director-General, Corporate Services

Rob is responsible for leading the delivery of corporate services within the department under the Business and Corporate Partnership model. These services include finance, asset management, human resources, corporate communications, and governance and strategy. Corporate Services includes the delivery of procurement, right to information, privacy and internal audit services to multiple departments.

This also involves leading the delivery of corporate performance and reporting, integrity and governance frameworks.



Mark Jacobs

Acting Assistant Director-General, Science

Mark leads the Science Division, which provides environmental, natural resource and climate scientific and technical advice and services to government agencies to underpin their decision-making and legislative responsibilities.

The division, in close collaboration with the Office of the Queensland Chief Scientist, also informs Queensland Government's science policy and provides strategic leadership for the government's investment in science.



Nick Weinert

Acting Deputy Director-General, Conservation and Sustainability Services

Nick is responsible for the implementation of programs to conserve and enhance the health of the state's natural environment and managing the interaction between people and protected species. Nick is also responsible for promoting the sustainable management of Queensland's terrestrial and marine biodiversity values and wetlands, oversight of World Heritage management (with the exception of the Wet Tropics of Queensland and Great Barrier Reef World Heritage Areas), litter and illegal dumping programs, conservation grants and the Queensland Indigenous Land and Sea Ranger Program.



Christine Williams

Acting Queensland Chief Scientist

Christine is responsible for providing leadership in science policy development and implementation and provides high-level, strategic advice to the Queensland Government on the role of science, research and innovation in meeting the state's economic challenges.

The Queensland Chief Scientist is a whole-of-government position that also provides advice on maximising opportunities from the government's investment in research and development.

Our services

Our department delivers its services through the following six service areas:

Environmental protection services

Environmental protection services works to avoid, minimise or mitigate negative impacts on the environment, through the design, application and monitoring of strategic direction, standards and regulations that guide the operation and control the activities of businesses, individuals, and state and local governments.

Species and ecosystem protection services

Species and ecosystem protection services focuses on ensuring the diversity and integrity of Queensland's natural ecosystems are preserved, the conservation status of native species is maintained or enhanced, the use of native species is adequately controlled, and negative interactions between humans and wildlife are minimised.

Heritage protection services

Heritage protection services focuses on protecting the state's significant historical cultural heritage in line with key directions in the *Queensland Heritage Strategy: protecting, investing in and connecting Queensland's story*. This service area ensures that the value of Queensland's heritage is conserved and its value is promoted for present and future generations.

National parks

National parks focuses on managing our parks and forests to sustain natural and cultural values, building environmental resilience to ensure healthy species and ecosystems, facilitating nature-based and ecotourism, recreation and heritage experiences, and delivering joint field management in the Great Barrier Reef in partnership with the Australian Government.

Science

Science focuses on providing support for science and research partnerships in Queensland, and providing trusted scientific knowledge, information and advice to support the achievement of government priorities.

The service area collaborates with the Office of the Queensland Chief Scientist, which is responsible for informing the development of science strategy across government; leading science engagement and communication on a range of issues, including science, technology, engineering and mathematics (STEM) education; and promoting Queensland science.

Arts Queensland

Arts Queensland focuses on supporting a vibrant and sustainable arts and cultural sector that delivers on the Queensland Government's Advancing Queensland's Priorities.

This is achieved through Arts Queensland's management of investment programs that support individual artists and arts and cultural organisations; support of capital infrastructure that provides public spaces for arts production and engagement; maintenance of Queensland's premier cultural assets; and the provision of arts and cultural policy and strategy advice to the Queensland Government.

Our contribution

The department contributes to the Queensland Government's objectives for the community which focus on four key areas:

Protecting the environment by:

- reducing Queensland's contribution to climate change and the delivery of transition and adaptation programs
- improving water quality through the Queensland Reef Water Quality Program
- delivering field management of the Great Barrier Reef Marine Park jointly with the Australian Government
- identifying and investigating allegations of non-compliance against Queensland's environmental laws
- conserving nature and heritage, managing parks and forests, protecting marine and island ecosystems
- providing opportunities for children to learn about and experience the natural environment and cultural and heritage values
- undertaking best practice science to inform our decision making
- ensuring that the best available science and applied technical innovations are used to provide credible, evidence-based information to support decision making.

Creating jobs and a diverse economy by:

- facilitating sustainable development
- identifying opportunities to support growth in eco, nature-based, heritage, arts and cultural tourism
- supporting partnerships with Traditional Owners for services on protected areas and for land and sea management
- building and maintaining park management
- ensuring safe, productive and fair workplaces
- ensuring our science investment supports high-skilled knowledge jobs and transitions to a knowledge-based and low-carbon economy
- managing Queensland's major arts and cultural assets
- supporting and growing individual artists, arts and cultural organisations.

Delivering quality frontline services by:

- providing safe sustainable and enjoyable visitor experiences
- monitoring and regulating for clean and healthy air, land and water
- investigating and implementing innovative service delivery practices and technologies
- designing and delivering improved customer-focused services
- partnering with the research sector to leverage techniques, skills and resources
- supporting arts programs and developing science, technology, engineering and mathematics (STEM) learning pathways for young children.

Building safe, caring and connected communities by:

- promoting active recreation in parks and forests
- supporting life sciences sector research, technologies and arts engagement that improve health outcomes
- protecting urban and natural areas through fire management in parks and forests
- engaging, collaborating and partnering with Traditional Owners and key stakeholders
- responding to natural disasters and threats to the environment, including pollution
- managing interaction with dangerous wildlife such as crocodiles
- maintaining data systems and networks of air, water, storm tide and wave monitoring stations to ensure the health and safety of all Queenslanders
- advocating for Queensland research and its commercialisation for the economic, environmental and community benefit of the State
- working with local councils and communities to support access to quality arts and cultural experiences.

Our values



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

Our government champion role

The Queensland Government is committed to increasing the capability of government to deliver innovative, efficient, effective and integrated services for Aboriginal people and Torres Strait Islander people across Queensland, particularly those who live in remote and discrete Indigenous communities. The Government Champions program brings together Chief Executives of departments and government ministers to partner with individual communities.

Our Director-General is the Government Champion for the Wujal Wujal community in Cape York, a role he has held since the program's inception in 2016. In close partnership with the Wujal Wujal Aboriginal Shire Council, Traditional Owners and the broader community, a number of initiatives have been progressed to help the community deliver its priorities. This has included the development of a Community Plan.

In the past 12 months, the community has been recognised for its achievements, particularly in the area of emergency management, through a number of awards:

- Employer Support Award from the Queensland Defence Reserves Support Council—Not for Profit category
- Local Government Managers Australia Queensland Awards for Excellence—Innovation category
- National Climate Change Adaptation Research Facility 2017-18 Climate Adaptation Champions Award—Government category
- 2018 National Awards for Local Government—Achieves Big Things in Small Communities category
- 2018 National Award for Excellence in Local Government



Image: Wujal Wujal Aboriginal Shire Council CEO Eileen Deemal-Hall and Director-General Jamie Merrick with the 2018 Employer Support Award trophy from the Queensland Defence Reserves Support Council.

Our summary of financial performance

This financial summary of the department's performance and position provides an overview of the key financial information for the year ended 30 June 2018. A complete view is provided in the financial statements included separately in this report.

This is the first set of financial statements for DES, that was created as a result of transfers of functions into the former Department of Environment and Heritage Protection pursuant to the Public Service

Departmental Arrangements Notice (No. 3) issued 12 December 2017. The financial information for 2017–18 includes operations for the whole year for the environment division of DES, whereas, in relation to operations that were transferred in (National Parks and Wildlife Service, Science, Arts Queensland and the Corporate Administration Agency), the financial disclosures are only for the period 13 December 2017 to 30 June 2018.

Financial performance snapshot

Table 1 Summary of financial results of the department's operations

Category	2018 Actual \$'000	2017 Actual \$'000	2018 Adjusted budget* \$'000
Total revenue	626,643	233,850	547,666
Total expenses	547,303	231,267	557,169
Other comprehensive income	56,269	-	-
Total comprehensive income	135,609	2,483	(9,503)

Table 2 Summary of financial position of the department

Category	2018 Actual \$'000	2017 Actual \$'000	2018 Adjusted budget* \$'000
Total assets	5,778,071	77,520	5,584,692
Total liabilities	91,186	26,918	59,693
Net assets/total equity	5,686,885	50,602	5,524,999

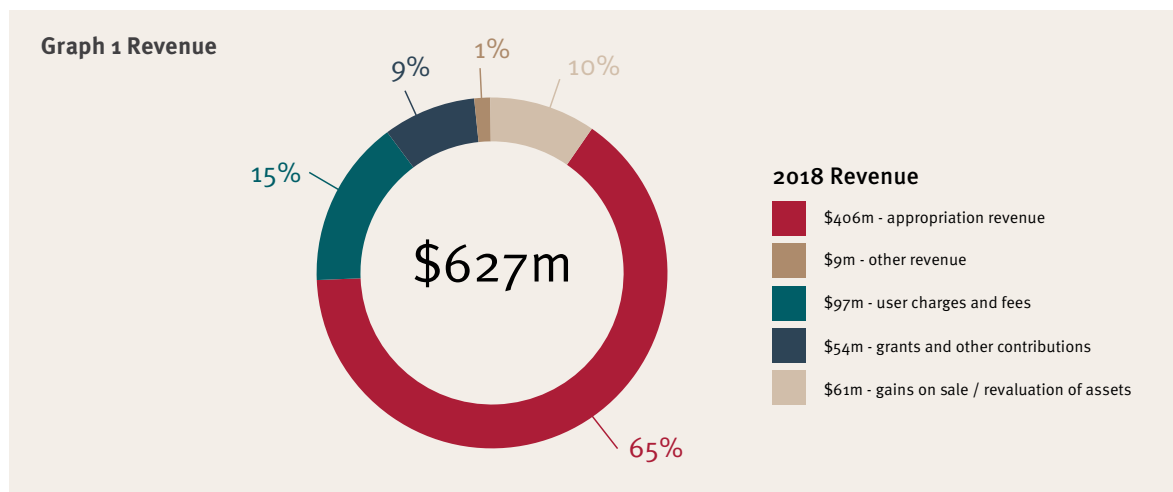
**the budget figures used for the annual financial statements represent the adjusted budget figures for the financial year as published in the latest Service Delivery Statements tabled in Parliament. The original budget figures were before machinery-of-government changes, and no longer serve as a useful basis to compare the department's actual results.*

Financial performance

Revenue

The primary source of the department's revenue is received as appropriation from the Queensland Government (65%). The department operated within its appropriated budget for the year. User fees and charges account for 15% of total revenue and consists of income streams associated with the issue of licences, permits and other fees

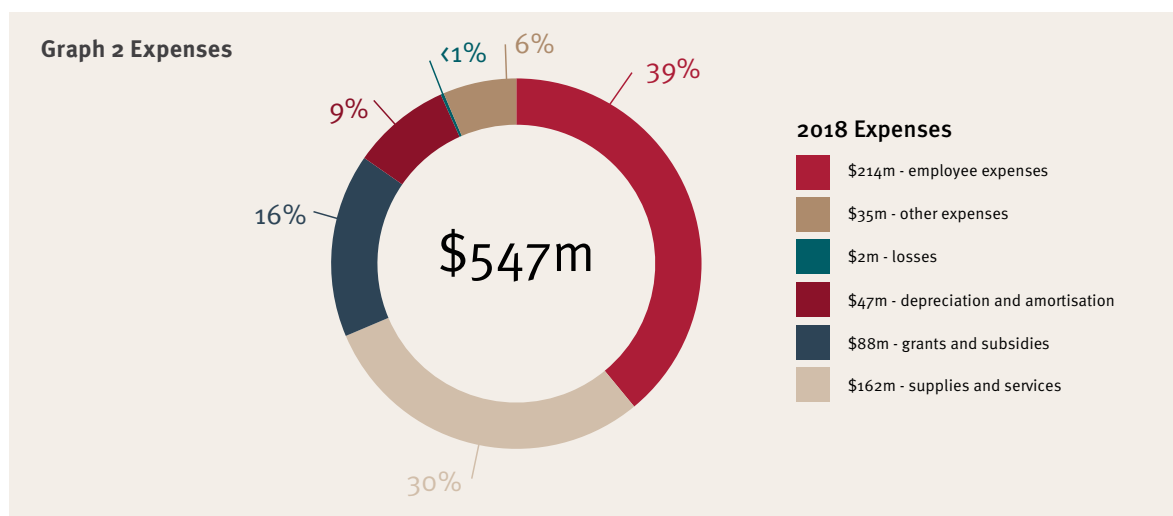
primarily for environmentally relevant activities and national parks. The department also received significant grant income from the Commonwealth and other external bodies. These include grants associated with managing the environment including restoration, climate change and the Great Barrier Reef accounting for a further 9% of the total income.



Expenses

The labour resourcing costs to administer departmental activities accounts for 39% of total expenditure. Machinery-of-government changes resulted in an increased full-time equivalent (FTE) from 1,211 in 2017 to 2,982 FTE at the reporting

date – a 146% increase. Accordingly, the Financial Statements report significant comparative variances from 2017 to 2018 for employee expenses. The department operated within the adjusted budget for this category.



The second largest expense category is supplies and services that represents 30% of all expenditure. This major expense types include IT costs, legal expenses, outsourced services/contractors, repairs and maintenance, and office accommodation needs for the department across the state.

The department also manages the allocation of grants for the purposes of environmental assistance and support for the arts, representing 16% of total

expenses. Of the \$87.1 million, 56% of grants paid supported the environment (\$48.6 million), while 37% supported the arts (\$32.5 million).

Furthermore, with a significant asset base of \$5.61 billion, depreciation and amortisation accounts for 9% of the total expenses.

Budget result

Table 3 – Summary of operating result for the year

Category	2018 Adjusted budget* \$'000	2018 Actual \$'000	Variance 2018 Actual to Adjusted budget \$'000
Total revenue	547,666	626,643	78,977
Total expenses	557,169	547,303	(9,866)
Operating result for the year	(9,503)	79,340	88,843
Reconciliation to Statement of Comprehensive Income			
Other comprehensive income	-	56,269	
Total comprehensive income	(9,503)	135,609	

The total revenue exceeded expectations largely in regard to new grant revenue received from external sources. The overall increase to actual revenue over budget was \$17.6 million (3% positive variance). Additionally, with the large transfer of assets, and subsequent revaluation and reconciliation of asset movements, a further \$61.4 million was identified as unbudgeted revenue. This increased the overall positive variance of \$79 million, an improvement of 14%.

All expenses were managed and kept within budget, however with the deferral of some programs as a result of timing differences to planned activities,

supplies and services were underspent resulting in approximately \$30 million deferred to future periods. Total expenses were \$9.9 million underspent resulting in an overall 2% positive variation to budget.

The operating result for the year is a surplus of \$88.9 million, against a predicted budget deficit of \$9.5 million.

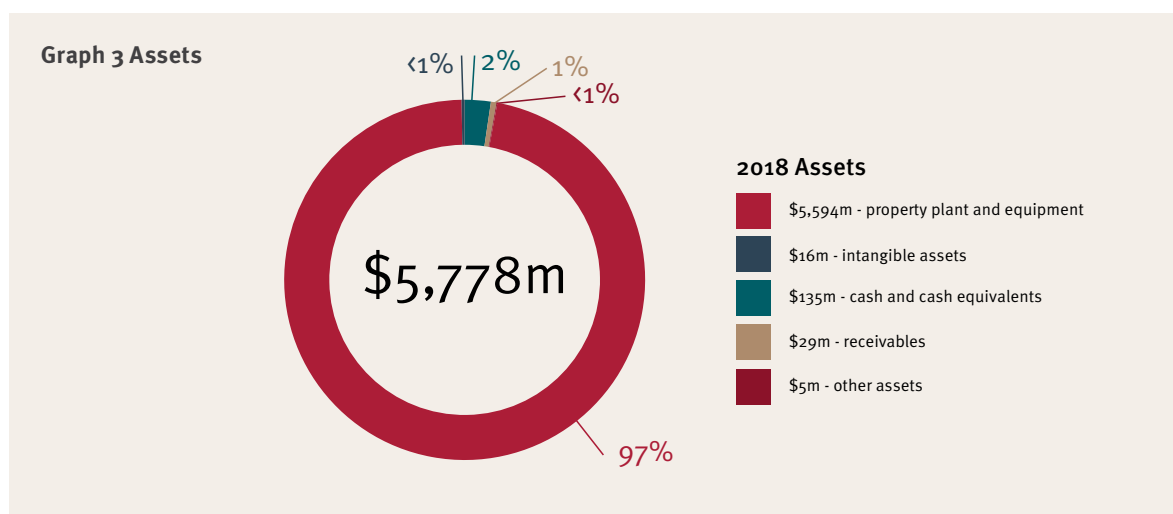
The difference between the actual operating result of \$79.3 million and the total result recorded for the Statement of Comprehensive Income of \$135.6 million is the increase to the asset revaluation reserve of \$56.3 million.

Financial position

Assets

For the reporting period, the total assets increased to \$5.778 billion from the 2017 amount of \$77.5 million as a result of transfers due to machinery-of-government changes. Property, plant and equipment (including intangible assets) represents 97% of total assets. During the year, the department applied a revaluation increase of \$117.6 million which

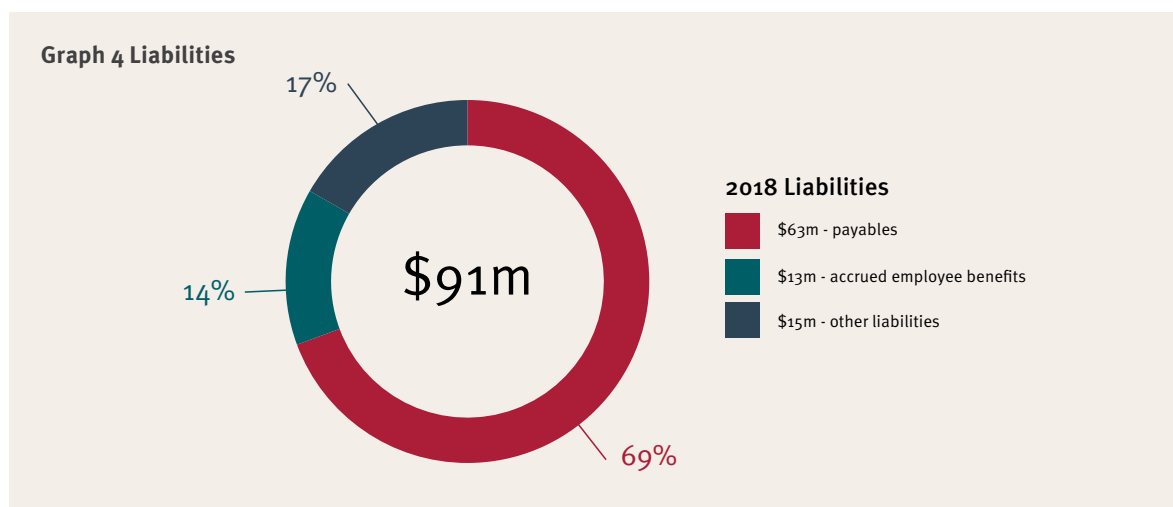
impacted more than 99% of national parks assets, principally in relation to road revaluations that occurred across the state. Additionally, the bank account (representing 2% of total assets) and other receivables (1%) also increased from \$41.8 million in 2017 to \$168 million in 2018.



Liabilities

The department's liabilities are predominately creditors representing 69% of the \$91.1 million owing at 30 June 2018. What is due to employees in relation to wages

due, annual leave and long service leave represents 14%, with the major item within other liabilities representing an advanced contribution of \$14.4 million.



Overall, the department's financial position is very healthy due to the large asset portfolio and no debt. Generally, the aim would be to have a current ratio of at least 1 to meet short-term commitments. The department's ratio of 1:1.8 is a key liquidity indicator and supports the view that the department has enough resources to meet its short-term obligations.

Administered

The department administers, but does not control, certain activities on behalf of the Queensland Government. The administrative responsibility resides with the department, however the monies are reported separately and outside of the department's controlled financial reporting. The department returns all monies received to Queensland Treasury and therefore records a balanced result for the year. Further information is contained within the notes to the Financial Statements.

Statement by the Chief Finance Officer

In accordance with the requirements of the Section 77 (2)(b) of the *Financial Accountability Act 2009*, the Chief Finance Officer has provided the Director-General with a statement confirming the financial internal controls of the department are operating efficiently, effectively and economically. This is also in conformance with Section 57 of the Financial and Performance Management Standard 2009.

The Chief Finance Officer has fulfilled the minimum responsibilities as required by the *Financial Accountability Act 2009*.

Our performance

Service Standards

Environmental Protection Services – Monitoring legislative and regulatory compliance relating to the impact of industrial or commercial activity on the environment

70%
TARGET

85%
ACTUAL



Percentage of identified unlicensed operators who have become licensed or enforcement action taken within 60 days¹

70%
TARGET

76%
ACTUAL



Percentage of sites that show a reduction in overall risk to the environment as a result of site inspections²

\$2,250
TARGET

\$1,984
ACTUAL



Average cost per environmental public report resolution as a consequence of effective prioritisation of reports³

Identifying, monitoring and taking action in relation to unlawful activity

70%
TARGET

72%
ACTUAL



Proportion of monitored licensed operators returned to compliance with their environmental obligations⁴

\$3,500
TARGET

\$4,171
ACTUAL

Average cost per formal investigation into serious non-compliance⁵

Litigation

85%
TARGET

95%
ACTUAL



Percentage of matters finalised with a finding of guilt or a successful application⁸

Controlling and/or allowing actions that will impact on the State's environment

70%
TARGET

Percentage of new site-specific environmental authorities that have their environmental values (EV) assessment validated when inspected⁶

\$8,500
TARGET

\$5,427
ACTUAL

Average cost per permit/licence assessed⁷

90%
TARGET

98%
ACTUAL

Percentage of potential prosecutions reviewed and decision made, within 12 weeks of receiving a brief of evidence, on whether charges can be laid⁹

Environmental Protection Services

Reporting period: 1 July 2017 to 30 June 2018

Our department delivers targeted, consistent and transparent regulation that facilitates sustainable development in Queensland. We also manage and monitor environmental risks proactively through modern and innovative assessment, compliance investigation and enforcement programs, to ensure Queensland's high environmental standards are maintained. We are:

- reviewing legislation and policy, and regulatory standards and compliance frameworks
- educating and raising awareness in relation to impacts, obligations and regulatory laws and approaches
- providing timely delivery and environmental rigour to project assessments and approvals
- undertaking a proportionate, consistent and transparent compliance and enforcement program that responds to arising issues and proactively deals with the greatest threats to our environment
- working collaboratively with government, industry and community groups to set and communicate regulatory standards, monitor compliance, improve performance and encourage sustainable behaviours
- maintaining investigation and litigation capability to respond to and deter serious breaches
- working in partnership with industry, natural resource management groups, and community and private organisations to deliver water quality initiatives to protect the Great Barrier Reef.

Notes:

1. This service standard measures the effectiveness of the compliance centre teams in addressing unauthorised environmentally relevant activities and enabling corrective action to be taken by operators within what is regarded as an acceptable timeframe, and monitors a reduction in the number of unlicensed operators. Through proactive management, the department has been successful in increasing the proportion of matters finalised within the 60-day timeframe.
2. This service standard measures the effectiveness of regulatory compliance activities to reduce the overall risk to the environment. The program of compliance inspections is a vital part of the department's regulatory framework and is being strengthened through the measurement of change in environmental risk between compliance inspections.
3. This service standard measures the efficiency of the department's resolution of public reports relating to environmental issues, from lodgement to finalisation (deciding on actions to be taken). A new operating model for the community response team is producing efficiencies and consequently the 2017–18 Actual is an improvement on the Target/Estimate.
4. This service standard measures the effectiveness of the department's management of instances where non-compliance has been identified and corrective action taken to both assist customers to better understand their environmental obligations and to deal with non-compliance through proportionate and consistent enforcement action.
5. This service standard measures the efficiency of the investigations team's effort in investigating formal requests, including those referred from the Department of Aboriginal and Torres Strait Islander Partnerships (Cultural Heritage), to the point that a decision has been made to take action. Due to the complexity of a number of matters, the Target/Estimate was not met. This service standard has been replaced for the 2018–19 reporting period by a new service standard which measures the median cost per formal investigation into serious non-compliance. This change provides a more accurate assessment of the standard cost of an investigation by reducing the impact of outliers on the calculation.
6. This service standard measures the effectiveness of regulatory activities in reducing the overall risk to the environment. New Environmental Authorities (EA), approved under the Environmental Protection Act 1994, will have their Environmental Values reviewed and validated through a subsequent site visit. This will ensure that the original impact assessment and conditioning of the activity are effective in identifying and controlling all the impact risks (assuming the EA is complied with). Data for this measure is anticipated to be published on the department's website by 31 December 2018.
7. This service standard measures the efficiency of the Business Centre Assessment Teams in making permit/licence application decisions. The number of permits/licence assessments has declined and may continue to decline due to a drop in commodity prices and the likely prolonged nature of the low commodity price environment. As a result of lower application numbers, the department has shifted standard EA decisions into the business centres, which has enabled increased efficient decisions overall.
8. This service standard measures the effectiveness of the Litigation Branch in successfully finalising litigation matters in order to support best practice environmental management.
9. This service standard measures the efficiency of the Litigation Branch in reviewing all potential prosecutions and making timely decisions on whether charges can be laid against the offender or offenders. This is not a regulatory timeframe as it is set by the service area.

Key performance indicators



Improved environmental results for air quality and waste as shown through *State of the Environment Report* and the annual *State of Waste Report*

80%

AWARDED
QCOAST2100
GRANTS

80% of coastal councils with large populations have been awarded QCoast2100 grants to assist them prepare coastal hazard adaption strategies by 2019



20 councils successfully complete the Climate Resilient Councils Program by 2020



Increase in the percentage of surveyed respondents who indicate their understanding and confidence in the department's regulatory role



Decrease in the number of activities unnecessarily inspected through more remote examination and robust risk assessment

Based on the 2009 baseline, continued progress towards targets of:

- up to 80% reduction in nitrogen run-off from key catchments such as the Wet Tropics and the Burdekin by 2025 (whole-of-Government)
- up to 50% reduction of sediment run-off from key catchments such as the Wet Tropics and the Burdekin by 2025 (whole-of-Government).

Our operating environment

Our department continues to regulate environmentally relevant activities and promote a comprehensive strategic approach to waste management and resource recovery in Queensland by:

- ensuring mining companies have an obligation under their environmental authorities to rehabilitate the land post-mining
- holding adequate financial assurance to cover the cost of rehabilitation in the event of a company collapse
- enhancing recycling and waste diversion, leading to reduced landfill and the increased re-use of valuable resources
- achieving better waste management that reduces the impact of development and urbanisation on the state's coasts and catchments
- meeting Queensland's environmental challenges, which requires a continued focus on sustainable development by public, private and non-government partners.

We can encourage this by providing more timely and comprehensive environmental information and analysis at a state and local level.

Protecting the environmental, social and economic value of the Great Barrier Reef drives many of the Queensland Government's environmental policies and activities. However, climate change and poor water quality continue to threaten the reef and its ecosystems.

Our program of work

We delivered risk-based regulation by prioritising action against activities posing or emerging as the greatest threats to the environment by:

- developing a revised allocation model to incorporate new sources of information into the existing Compliance Prioritisation Model. A risk-based prioritisation of regional resources will now be created based on a range of considerations including debt, operator performance and environmental values, ensuring that the right sites are prioritised for regulating environmental risk.
- using predictive intervention techniques, including data analytics and behavioural science, to respond to emerging pressures, aid problem solving and drive continuous improvement
- supporting the development of new financial assurance legislation, a new financial assurance scheme manager and clear guidance on acceptable forms of financial assurance
- establishing a new Financial Assurance Information Registry (FAIR) to ensure that the financial assurance the government holds is sufficient to cover any costs of rehabilitation.

We took effective regulatory action to address levels of non-compliance and facilitate best practice operations through penalties, incentives and sanctions by:

- investigating a total of 3989 waste management operations since the commencement of Operation TORA (a coordinated compliance program to stamp out unlicensed waste management operators in Queensland) in August 2015 (resulting in a total of 519 enforcement actions, including: 371 warning notices, 92 penalty infringement notices, 18 environmental protection orders, 15 environmental evaluations, 11 directions notices, 7 clean-up notices, 2 management programs, 2 emergency directions and 1 abatement notice) with 475 investigations remaining active
- conducting the prosecution case against Linc Energy. The trial returned guilty verdicts on all five counts of wilfully and unlawfully causing serious environmental harm between 2007 and 2013 at Chinchilla. This outcome is the culmination of years of hard work and significant resources

committed by the department in the largest and most complex environmental investigation and prosecution ever conducted in Queensland.

- promoting voluntary compliance with environmental legislation by working in consultation with industry and individuals and achieving a strong record of enforcement and prosecution. In 2017–18, the department undertook 40 successful prosecutions, which resulted in \$5,060,245 in fines (for prosecution details please see Appendix 2).
- leading implementation of the first policy of its kind in Australia to ban the future use of types of per- and poly-fluoroalkyl substance (PFAS) firefighting foams in Queensland and contributing to the national response for managing legacy PFAS contamination which continues to be an emerging problem worldwide
- working on ways to better manage longstanding environmental issues and improve the skills of our officers to address serious environmental crime.

We showcased Queensland's environmental credentials and engaged the community in environmental management by:

- continuing to enhance our community engagement and information sharing capabilities to improve community participation in environmental issues as part of Queensland's Environmental Regulator Program. A new engagement plan will make checking in with the community a priority to tackle environmental issues together.
- responding to an increasing number of community reports leading to enhanced intelligence data, which in turn drives the department's productivity and helps us achieve greater environmental outcomes
- continuing to look for opportunities to make more information available to the public on the department's and other websites, and social and general media
- continuing to expand our online environmental authority (EA) register, providing increased transparency and availability of licensing information. There are currently 9987 EAs available online, including those for prescribed environmentally relevant activities.

Case study



Operation TORA

In 2015, the Queensland Government set up a compliance taskforce, known as Operation TORA, to stamp out unlicensed waste operations.

In 2017, a specific focus was also made on heavy vehicles from interstate dumping waste in Queensland.

In a joint operation with the Department of Transport and Main Roads (TMR) and the Queensland Police Service, officers from the department:

- checked wastes to determine if loads contained general waste or trackable regulated waste
- cross-referenced these against the consignment authority for observed loads of trackable regulated waste
- checked that trackable waste was compliant with relevant environmental authority operating conditions for transport in Queensland.

TMR officers undertook compliance checks of heavy vehicles related to fatigue management, mass and dimension, vehicle safety inspections and load restraint, while Queensland Police undertook traffic offence inspections.

Operation TORA was also deployed to inspect all Ipswich landfill sites. As a result of these inspections, further investigations are ongoing.

As at 30 June 2018, more than 3989 waste-related investigations have been undertaken across Queensland leading to 519 enforcement actions. In addition, there have been a total of 11 prosecutions, resulting in \$430,000 in fines and legal costs.

The department will continue to undertake further compliance activity around the transport and movement of waste.

- continuing to provide timely responses to community reports of environmental pollution. When responding to significant incidents, the department's role is to assess the potential environmental impacts and advise the relevant responding agencies in order to mitigate the impacts. In 2017–18, the department received 13,519 notifications.
 - conducting the Swanbank and surrounds community survey for Ipswich residents to share their experiences of odour issues in their local area. The purpose of the survey was to better understand what concerns the community has about the waste industry and ongoing odour issues associated with odour-generating industries in the region.
 - making a range of our department's services publicly available online through *Connect*. This has reduced the assessment timeframe for low-risk environmental activities from 30 business days to instantaneous. More than 16,000 customers from a variety of sectors, including local government, the waste industry, the resources sector and recreational wildlife licensees, are active users of *Connect*. A total of 15,250 permit applications have been lodged online via *Connect* since it went live on 5 December 2016.
 - leading the state in its environmental recovery in response to natural disasters and continuing a coordinated whole-of-department response to disaster management.
- We implemented programs to reduce unlawful waste activities and promote increased re-use and recycling by:
- supporting and developing a sustainable bioeconomy in Queensland through delivering actions under the *Advance Queensland Biofutures 10-Year Roadmap and Action Plan* and implementing the biofuels mandate sustainability criteria
 - working in partnership with the Chamber of Commerce and Industry Queensland to deliver the Queensland Government's flagship eco-efficiency program, ecoBiz, to small and medium businesses, reaching 400 businesses; delivering coaching sessions to over 200 and supplying online materials to many more
 - introducing the Container Refund Scheme and plastic bag ban to increase recycling and reduce litter. Both initiatives will come into effect in 2018–19
 - implementing reforms to the regulated waste and waste-related environmentally relevant activity frameworks to provide a risk-based approach to regulating waste activities
 - implementing programs to facilitate the collection and processing of commercial food waste to reduce the amount of organic waste going to landfill
 - collaborating with government, industry and the community on a range of projects to reduce littering and illegal dumping, including:
 - » partnering with Cairns and Tablelands regional councils, Department of Transport and Main Roads and the local community to address roadside litter on the Gillies Range Road
 - » partnering with Griffith University and the National Association of Charitable Recycling Organisations to research the application of social marketing to reduce illegal dumping of poor-quality goods at Queensland charitable recycling donation points
 - » publicly promoting an educational animation to assist the online reporting of litter and illegal dumping offences to the department
 - » increasing public awareness and education about the legalities and harm caused by the release of balloons into the environment
 - » funding research into the direct economic cost of litter and illegal dumping on Queensland local governments
 - » funding research into the behaviours and beliefs of smokers in order to determine the most effective intervention to reduce cigarette butt litter contaminating the environment.
 - delivering risk-based regulation by prioritising action against illegal dumping activities that pollute our environment and significantly diminish the use, enjoyment and value of our places

- taking effective regulatory action to address levels of non-compliance and facilitate best practice operations by:
 - » responding to a total of 1057 reports and enquiries
 - » investigating 364 reported instances of alleged illegal dumping
 - » investigating 122 instances of littering (non-vehicle related offences)
 - » investigating 440 instances of unsolicited advertising material
 - » responding to 111 enquiries.

We led the development and delivery of whole-of-government climate change mitigation and adaption programs to build an innovative and resilient Queensland that manages the risks and harnesses the opportunities of a changing climate by:

- releasing the Queensland Climate Change Response, consisting of the *Queensland Climate Adaptation Strategy 2017–2030* and the *Queensland Climate Transition Strategy* in July 2017. The response re-establishes Queensland as a leader in climate change action, is designed to engage with stakeholders from all backgrounds with a strong focus on risks and opportunities, and emphasises that climate change is not just an environmental issue—it is a social and economic one.
- employing a consultative approach involving partnerships with local governments, business, industry and community organisations to implement the Queensland Climate Change Response through:
 - » the delivery of improved climate projection data and information products
 - » an ongoing project to identify the sectoral and regional risks and opportunities for Queensland of transitioning to a zero net emissions economy, and to explore pathways to Queensland's 2030 target that create the jobs and industries of the future
 - » the three-year Queensland Climate Resilient Councils program is a three year program, working with 32 local governments to strengthen internal council decision-making processes to better respond to climate change.

When the program began in 2016, 20 councils initially signed up, and since then another 12 councils have joined the program.

- » the development of industry-led sector adaptation plans that help prioritise adaptation activities, identify emerging opportunities, share knowledge and encourage collaboration on complex issues
- » providing support to the expansion of carbon farming in Queensland by hosting industry summits and funding the development of a national Carbon Farming Industry Roadmap to capture the enormous opportunities for carbon sequestration in the land sector.

- announcing the Land Restoration Fund that will facilitate a pipeline of qualifying Queensland-based carbon offset projects that will also deliver environmental, social and economic outcomes.

We maintained programs to address impacts on coasts and catchments from urban and rural development. Water quality standards were established by:

- developing three draft healthy waters management plans (HWMPs) under the Commonwealth *Murray–Darling Basin Plan 2012* and the *Environmental Protection (Water) Policy 2009* for the Condamine, Border Rivers, and Moonie, and Maranoa and Balonne river basins to address water quality planning and management. An extensive period of consultation is taking place and the HWMPs will be submitted to the Commonwealth in February 2019, for accreditation by 30 June 2019.
- undergoing a major four-year program to address urban sediment emissions, including local government and building industry capacity, training on emerging technologies, research to develop new approaches to stormwater management, and policy and legislative initiatives to provide flexible stormwater management options while addressing contemporary land development patterns
- identifying how communities value and use water (environmental values) across Queensland, and then developing or updating draft water quality objectives, and completing aquatic ecosystem protection mapping to protect the identified environmental values

- identifying, developing or updating draft environmental values and water quality objectives for the following Queensland river basins—Queensland Murray–Darling, South East Queensland, Eastern Cape York, Wet Tropics, Burdekin, Don, Haughton, Mackay–Whitsundays and Fitzroy
- working with the Australian Government to make funding available for individuals, primary producers, small businesses, non-profit organisations and local governments adversely effected by Tropical Cyclone Debbie. The funding package included \$35 million for the Environmental Recovery Package. The on-ground works addressed under the Environmental Recovery Package will enhance catchment resilience and improve catchment condition through riparian recovery, weed control, soil conservation and streambank stabilisation. This will complement existing projects the Queensland Government is undertaking to reduce the amount of sediment and nutrients entering waterways. For example, in the Fitzroy River Basin, an investment of \$1.8 million to address streambank repair was estimated to reduce sediment discharge by 570,000 tonnes per year. This is one of the largest and most cost-effective streambank restoration projects in Australia.

We assisted Queensland coastal councils to have coastal hazard adaptation strategies in place. The strategies help councils identify coastal hazards, undertake risk assessments, evaluate adaptation options and define implementation pathways. We achieved this by:

- awarding QCoast2100 grants to 13 of the 15 councils with large coastal populations to assist them to prepare coastal hazard adaptation strategies. This represents 86% of major urban coastal councils. In 2017–18, total funding of \$3.36 million was provided to councils by the Local Government Association of Queensland.

We coordinated the Queensland Government's contribution to the Reef 2050 Plan, providing strategic oversight and leadership. We did this by:

- leading the state government's input into the mid-term review of the Reef 2050 Plan to respond to the coral bleaching events and climate change pressures the reef faces, and to consolidate and tighten the plan's actions
- delivering new actions to support the reef's resilience to climate change, such as the Advance Queensland Small Business Innovation Research challenge 'Boosting coral abundance on the Great Barrier Reef', and our new partnership with the Great Barrier Reef Foundation to deliver the \$3 million Reef Islands project to be matched with philanthropic investment
- leading the development of the *Reef 2050 Water Quality Improvement Plan*, which is nested under the Reef 2050 Plan's water quality theme, guiding Queensland's reef water quality investments and setting new science-based targets for the reef's catchments
- working with stakeholders through the Reef 2050 Advisory Committee, and science experts through the Reef Independent Science Panel and the Reef 2050 Plan Independent Expert Panel, to ensure we take stakeholder and expert advice in our strategic planning for the Reef.

We are implementing the Queensland Reef Water Quality Program, including the recommendations of the Great Barrier Reef Water Science Taskforce to fast-track progress towards the reef water quality targets by:

- partnering with Terrain NRM and NQ Dry Tropics to complete the design phase and begin the implementation phase of the two major integrated projects in key catchments in the Wet Tropics and the Burdekin to provide a comprehensive suite of programs designed to reduce nutrient, sediment and pesticide loads into waterways in these regions
- instigating a pilot capacity-building project for extension officers to deliver a training program for existing extension and new extension staff, tailored to meet the needs of specific catchments

- developing a project to enhance landholder extension and education coordination across the Great Barrier Reef catchments. This will deliver better on-ground services for producers to improve their farm management practices.
- boosting the reef-wide monitoring and evaluation efforts to provide more effective assessments of management programs to better target and refine these programs to meet reef outcomes
- expanding the reef-wide catchment monitoring network, with an additional 18 sites from Cape York to Burnett Mary. The enhanced spatial coverage will aid the evaluation of progress towards the water quality reduction targets and provide more locally relevant data for communities.
- consulting extensively through a regulatory impact statement on proposals and associated costs and benefits for implementing a regulatory package under the *Environmental Protection Act 1994* to reduce nutrient and sediment pollution across reef catchments
- delivering a number of communication and education activities through participation in the Ekka, World Science Festival and Rural Discovery Day.
- partnering with the Grazing Best Management Practice program to see it achieve 1 million hectares accredited in reef catchments
- releasing expressions of interest, and assessing and selecting successful applicants to deliver on-ground projects in the Mackay-Whitsunday and Central Queensland regions to reduce pollutants washing into local waterways that flow to the Great Barrier Reef
- partnering with Greening Australia to deliver the Innovative Gully Remediation Project on Strathalbyn Station
- working with a variety of partners to test and prove best practices through the Science in the Paddock program.

We partner with key stakeholders and support the delivery of programs to reduce pollutant run-off from priority reef catchments and deliver water quality programs to manage the reef in a balanced and sustainable way by:

- establishing a new regional waterway partnership with the Dry Tropics Partnership for Healthy Waters (Townsville)
- launching Project Cane Changer, a large-scale social change program delivered in partnership with CANEGROWERS and behaviour change experts, Behaviour Innovation, to encourage farmers in the Wet Tropics to adopt actions to improve water quality

Looking ahead to 2018-19

We will:

- establish the Odour Abatement Taskforce, a team of 10 environmental officers based within the community to crackdown on offensive odours and other concerns in the Swanbank industrial area
- prosecute allegations of serious environmental harm and continue rehabilitation of land affected by underground coal gasification contamination
- implement enhanced environmental regulatory services and public engagement channels
- continue to lead the implementation of Queensland's Environmental Regulator Program
- continue to identify sites and provide advice in relation to land impacted by firefighting foam contamination
- continue to deliver the Queensland Government's flagship eco-efficiency program, ecoBiz, to small-to-medium businesses
- lead development of a comprehensive new waste and recycling strategy to transition Queensland to a circular economy, underpinned by a waste disposal levy and complementary measures, including landfill disposal bans that will create regional economic and jobs growth and facilitate industry investment in new and expanded infrastructure
- develop programs to support business and local governments becoming 'levy ready' to help divert material from landfill and retain the resource value of the material in the economy for longer
- continue to collaborate with the waste industry to develop industry and community education programs for improving environmental performance and outcomes
- continue to engage business and the community in the implementation of the ban on lightweight single-use plastic shopping bags from 1 July 2018 and roll out the container refund scheme on 1 November 2018
- develop a plastic pollution reduction plan to reduce the amount of plastic in and entering the environment
- continue to champion and lead product stewardship initiatives, including the development of a national handheld rechargeable battery scheme, and input into the development of Commonwealth-led approaches and reviews
- continue to lead development of the legislative framework for the government's mined land rehabilitation policy, and a program of work to support the reform of financial assurance for the resource sector, residual risk payments and the preparation of progressive rehabilitation and closures plans
- release the 2017 *State of the Environment Report* (SoE), building on and expanding the 2015 SoE—the first data-driven, interactive, web-based SoE report in Australia
- aim to have coastal hazard adaptation strategies completed for 50% of the large councils that have been awarded QCoast₂₁₀₀ grants
- progress a landscape approach to biodiversity protection by improving the consideration of environmental values and ecosystem function in planning, assessment and approval processes
- review the *Flinders-Karawatha Strategy* to determine its effectiveness in protecting the largest remaining continuous stretch of open eucalypt forest in South East Queensland
- continue to implement the Queensland Reef Water Quality Program, with \$261 million allocated over 5 years (2017-22) on improving reef water quality through on-ground projects, education, industry and community practices, science and innovation
- introduce legislation to enhance regulations for improving water quality flowing to the reef
- continue to work with other Queensland agencies, the Australian Government and stakeholders to implement the actions of the Reef 2050 Plan and proposed *Reef 2050 Water Quality Improvement Plan*
- enhance our ongoing work with the agricultural sector to improve practices
- provide funding of \$1.73 million to help Great Barrier Reef islands cut their emissions
- lead the enhancement and strengthened delivery of the Queensland Climate Change Response
- establish the flagship \$500 million Land Restoration Fund.

Case study

Innovative solutions to improve water quality

The major integrated projects (MIPs) are a \$33 million, ground-breaking innovation for delivering accelerated water quality improvements for the Great Barrier Reef (GBR), targeting nutrient, sediment and pesticide loads from key catchments in the Burdekin and the Wet Tropics regions. The projects are being delivered by regional NRM bodies NQ Dry Tropics and Terrain NRM respectively, in conjunction with a group of consortium partners.

In August 2017, the design phase was completed for both projects, which produced a comprehensive suite of programs designed to achieve reef water quality targets. The Burdekin MIP program of works includes supporting landholders to improve groundcover and the remediation of large scale gullies on grazing properties in the Bowen Broken Bogie catchment. The Wet Tropics MIP focuses on reducing nutrients, pesticides and sediments leaving sugarcane and banana properties in the Johnstone and Tully catchments and entering the GBR lagoon.



Wet Tropics Major Integrated Projects landscape.

Reef Credits is a major initiative from the design phase set to be trialled in both the Burdekin and the Wet Tropics. The credits operate like carbon credits, and will be a measurable and verifiable product that will help improve the quality of water entering the reef. This offers landholders direct financial benefits for projects carried out on their properties that create water quality benefits.

Further initiatives from the design phase included better ways to remediate the land, support services for farmers, and access to specialist advice and funding.

Never before has a project taken such a collaborative and innovative approach to improving land and water quality at a catchment scale. The design phase brought the local community together with a wide range of experts, to provide inclusive, and collective solutions—solutions that landholders are actively taking part in creating for local circumstances, showing that improving water quality and protecting the Great Barrier Reef is everyone's responsibility.



Service Standards

Species and Ecosystem Protection Services – Protecting environments, ecosystems, habitats and species

7.9%
TARGET

8.2%
ACTUAL

Percentage of Queensland's land area that is protected¹

95%
TARGET

100%
ACTUAL

Percentage of threatened species, targeted under recovery plans, which maintain or improve their classification²

<\$4
TARGET

\$1
ACTUAL

Cost per session for the Queensland wetland information system (WetlandInfo)³

Controlling and/or allowing the use of native species

75%
TARGET

98%
ACTUAL

Percentage of declared crocodiles of concern removed within 3 months of declaration⁴

<\$100
TARGET

\$98
ACTUAL

Average cost of wildlife permit or licence issued⁵

Notes:

1. This service standard measures the percentage of Queensland land which is dedicated as national park, conservation park or resources reserve, or declared as a nature refuge. There was a net increase of 581,161 hectares during 2017–18.
2. Recovery plans may be formal plans adopted under the Environment Protection and Biodiversity Conservation Act 1999 (Cwlth) or informal conservation action plans developed by Queensland to recover species. The target was exceeded as there were no changes to the species' conservation status. The service standard will be discontinued for the 2018–19 reporting period as it is not an optimal measure of the effectiveness of the threatened species program as species recovery plans, and the associated species profiles and threats database, are administered by the Australian Government. The measure will continue to be reported in the Queensland State of the Environment report.
3. This standard measures the number of user sessions for WetlandInfo compared with the total staff and other costs involved in managing the system. The positive variance between the 2017/18 Target/Estimate and the Actual is attributed to increased usage of the website, reducing the cost per session.
4. The positive variance between the 2017/18 Target/Estimate and the Actual was achieved through improved targeting of animals.
5. This service standard measures the average cost of each wildlife permit or licence approved, refused or withdrawn by the department. The service standard has been replaced for the 2018–19 reporting period by a new service standard due to a change in the calculation methodology as a result of the creation of a standalone wildlife assessments team.

Species and Ecosystem Protection

Reporting period: 1 July 2017 to 30 June 2018

Our department seeks to ensure the diversity and integrity of Queensland's natural ecosystems are preserved and the conservation status of native species is maintained or enhanced. We promote safe interactions between people and wildlife, and facilitate tenure and management arrangements to provide species and habitat conservation.

Queensland is home to unique World Heritage areas and vast landscapes, including protected areas. The Queensland Government is committed to protecting and conserving the unique flora and fauna of our state. By protecting Queensland's species and high-value ecosystems; maintaining a strong evidence base to inform conservation decision making; and using stakeholder engagement and partnerships to progress conservation and sustainability goals, we can ensure that Queensland's outstanding biodiversity is conserved at both the species and landscape levels.

Our operating environment

We operate in a challenging environment and, as such, our department focuses on balancing environmental, social and economic outcomes to achieve this primary objective of conserving nature at the species and landscape levels. Some approaches for achieving this include using best practice environmental regulations, reducing the impacts of environmental disasters and using evidence-based environmental management.

We promote sustainable management of Queensland's terrestrial and marine biodiversity values and wetlands and support Indigenous rangers through the Land and Sea Ranger Program.

We work with interest groups including local governments, conservation groups, businesses and communities to achieve a sustainable environment for the future by promoting conservation outcomes.

Key performance indicators



Water quality improvement measured through regional performance report cards in priority catchments

95%



of threatened species targeted under recovery plans maintain or improve their classification

17%



of land gazetted as protected area estate by 2035

Our program of work

We set standards and objectives to protect Queensland's ecosystems by identifying threats to the environment through research and monitoring, and implementing best practice land-use planning and catchment management to conserve and protect the state's rich biodiversity assets. We did this by:

- completing a Biodiversity Planning Assessment for the Brigalow Belt bioregion
- completing an Aquatic Conservation Assessment for the eastern Gulf of Carpentaria catchment
- updating and releasing the statewide corridor network and essential habitat mapping under the *Vegetation Management Act 1999*.

We enabled the protection and conservation of Queensland's ecosystems and species by:

- increasing the state's protected area estate through the dedication and declaration of 17 new protected areas and 581,161 new hectares under the *Nature Conservation Act 1992* by:
 - » purchasing three properties totalling 4730 hectares during 2017–18
 - » dedicating three properties that were purchased in 2014 (through the former Koala Habitat Acquisition Program) as protected areas, contributing an additional 2599 hectares to the protected area estate
 - » receiving one property that was donated to the state and dedicated as a conservation park, contributing an additional 390 hectares to the protected area estate
 - » increasing the area of 12 national parks through amendments to dedicate adjoining lands, contributing an additional 109,954 hectares to the protected area estate
 - » dedicating 17 new nature refuges, contributing an additional 615,265 hectares to the protected area estate
- introducing the Nature Conservation (Special Wildlife Reserves) and Other Legislation Amendment Bill 2018 to Parliament in (February 2018). The Bill will amend the *Nature Conservation Act 1992* to create special wildlife reserves, a new

class of protected area that will afford the highest levels of protection to areas of outstanding natural and cultural value on private lands.

- supporting landholders to fund projects that improved the sustainable use of nature refuges and manage threats to their natural values through the Nature Refuge Landholder Grant Scheme. In 2017–18, 40 nature refuge owners shared in \$235,400 of funding for conservation work on their properties.
- continuing to manage the Springvale Station nature refuge, a 56,000 hectare property on Cape York. The property was purchased in May 2016 to add to the protected area estate and to contribute to improving the water quality within the Normanby River catchment.
- issuing 1004 commercial wildlife harvesting licences for macropods for the 2017–18 harvest period, in addition to 90 commercial wildlife dealer licences, which includes 11 commercial wildlife licences for meat processing and one commercial wildlife licences for tanning. A compliance program ensures the industry is accountable for its performance. During the 2017–18 harvest period, the department issued 10 infringement notices and 28 warning notices for offences relating to the commercial macropod harvest.

We contributed to the recovery and management of threatened species by:

- providing expert advice, management and research to assist the conservation and recovery of more than 25 threatened species
- managing the northern hairy-nosed wombat program, with another joey born in September 2017 at Richard Underwood Nature Refuge near St George, and the population continuing to grow at Epping Forest National Park
- commissioning an independent review of the management program for the endangered bridled nailtail wallaby
- releasing the *Marine Turtle Conservation, Research and Monitoring Strategy* to provide information that will guide management and policy for this migratory species
- continuing to research and monitor marine turtle populations along the Queensland coast and islands

Case study

Walking the Landscape to improve catchment understanding in Queensland.

Walking the Landscape is a process developed and led by the Queensland Wetlands Program. It synthesises a wealth of catchment information and knowledge from a range of experts through facilitated workshops, while at the same time engaging and empowering local communities and land managers.

The process synthesises available data (e.g. geology, topography, hydrology, soils, vegetation and land use) and local expert knowledge (e.g. Traditional Owners, natural resource managers, local and state government officers, community groups, industry, landholders, ecologists, engineers and universities) to develop a whole-of-catchment understanding in order to improve decision making.

The department continued to undertake and facilitate the Walking the Landscape process with regional stakeholders in 2017–18. This involved consultation with hundreds of regional stakeholders and the facilitation of 24 days of workshops.

Workshops have been very well received, and outputs have been used to identify management interventions and catchment stories.

One output of Walking the Landscape is the delivery of catchment stories through an innovative online interactive medium—Story Map Journals. Since June 2017, 13 catchment stories have been released by the Queensland Wetlands Program, with more currently under development. Some regional groups in the Great Barrier Reef catchments have created their own interactive stories. An example of this can be seen on the Wet Tropics page from Terrain NRM: <http://wettropicsplan.org.au/Regional-Themes>.

Throughout the project, the wetlands team has received very positive feedback from participants, and the clients feel connected to the products.

For more information and to view catchment stories, visit the WetlandInfo website: <https://wetlandinfo.ehp.qld.gov.au/wetlands/ecology>



Community consultation with regional stakeholders.

- celebrating 50 years of research and monitoring on marine turtle populations nesting on the Woongarra Coast. This is one of the few long-term monitoring projects for marine turtles globally, and the longest running such project for Australia.

We worked to minimise negative interactions between wildlife and communities by:

- responding to 755 crocodile sighting reports
- resolving 100% of problem crocodile declarations within three months
- delivering the Crocwise education campaign to schools and other groups and via social and electronic media
- providing advice, support, education and training on crocodile management to Surf Life Saving Queensland, Queensland Police Service, local councils and Land and Sea Ranger groups
- rehabilitating four injured or orphaned cassowaries
- undertaking compliance action in accordance with DES Enforcement Guidelines
- releasing a Regulatory Impact Statement for consultation to seek the community's feedback on options to improve the way we manage the take, keep and use of Queensland's native animals
- working with local councils and communities to administer the flying-fox roost management framework
- commissioning satellite tracking to monitor the movement and behaviour patterns of little red flying-foxes, and using this information to develop on-ground roost management measures.

We engaged with communities to educate and share knowledge about the state's ecosystems and species by:

- the Koala Expert Panel reviewing and making recommendations on actions to reverse the decline of koala populations in Queensland
- refurbishing the Daisy Hill Koala Centre—a dedicated koala education facility initially opened on 31 May 1995—and reopened to the public on 1 April 2018. Since the reopening, an average of 3100 people visited the centre each week.

- allocating \$2.75 million to 63 environmental conservation projects under the Community Sustainability Action grant program. Recipients included community groups, charities and other not-for-profit organisations for projects working with communities and volunteers to conserve and enhance Queensland's natural environment. Activities funded included weeding and revegetation, pest animal control, and litter and marine debris collection.
- managing the *WetlandInfo* website, which an increasing number of people are using to source information on all aspects of wetlands management, across the whole of Queensland for all wetland types. The site has averaged 772 sessions per work day.
- developing 13 interactive catchment stories through the Walking the Landscape process and delivering them on *WetlandInfo*. They provide important guidance for investment and management effort.
- releasing the Queensland Intertidal and Subtidal Ecosystem Classification Scheme, which provides a structured framework to describe, identify and map ecosystem types (typology) and their biophysical attributes. This provides a common understanding and language to improve communication and management outcomes. The scheme is presently being used to map the intertidal and subtidal habitats between the Fitzroy River and Double Island Point, and involves a wide range of stakeholders from regional experts to university researchers.
- funding more Aboriginal rangers and Torres Strait Islander rangers in local communities across Queensland through the Land and Sea Ranger Program. In the 2017–18 State Budget, the government provided an additional \$8 million over four years to increase the number of ranger positions to over 100.
- new Land and Sea Rangers will soon begin caring for country with seven host organisations in:
 - » Barron Gorge National Park and Mona Mona Station, Cairns region—Buda-dji Aboriginal Development Association Development Corporation

- » Burnett, Toowoomba and Western Downs regions—Bunya Peoples' Aboriginal Corporation
- » K'Gari (Fraser Island) and adjacent mainland areas—Butchulla Aboriginal Corporation
- » Coastal lands and waters between Cairns and Port Douglas—Dawal Wuru Aboriginal Corporation
- » Port Curtis Coral Coast region, based in Bundaberg—Gidarjil Development Corporation
- » Olkola lands, Cape York—Olkola Aboriginal Corporation
- » Lama Lama Sea Country, Princess Charlotte Bay, Cape York—Yintjingga Aboriginal Corporation.

We worked in partnership with development regulators and regional natural resource management (NRM) bodies to establish initiatives to enhance Queensland's ecosystems and habitats. We administered the Environmental Offsets (EO) framework to minimise impacts on the environment and maintain the viability of Queensland's ecosystems and threatened species habitats. An environmental offset compensates for the loss of important biodiversity values by providing an equivalent outcome elsewhere. During the reporting period we:

- maintained the offsets register, which now shows that:
 - » 156 authorities have been conditioned to require offsets. 73% of these are approvals issued under the *Planning Act 2016*, 15% are environmental authorities issued under the *Environmental Protection Act 1994*, and the remaining 12% are for other types of authorities, including protected plants and animals under the *Nature Conservation Act 1992*.
 - » across these 156 authorities, there are 347 impacted matters with registered impacts. Of these impacted matters, 28% are for impacts on marine plants, 40% are for impacts on vegetation near watercourses, 14% are for impacts on other regulated vegetation, and the remaining 18% is made up of impacts on matters such as protected plants, animals, wetlands and fish passage.
- 97% of the state's registered environmental offsets have been delivered as a financial settlement. The other 3% are being delivered as proponent driven offsets.
- registered two additional advanced offset sites, making a total of six sites suitable for marine plants, koala habitat and endangered regional ecosystems. More offset sites are under assessment.
- supported the Offset Project Fund Management Committee, which oversees the Offsets Account. The committee has endorsed three offset projects, with one agreement finalised. Another two endorsed projects are in the final stages of contract negotiations (as at 30 June 2018).
- receipted 95 financial offset payments of \$4.32 million during 2017-18. Total funding held as at 30 June 2018 is \$9.35 million.
- responded to 532 enquiries from internal and external stakeholders on offsets
- commenced the review of the EO framework, which will include feedback from administering agencies and stakeholders with a view to implementing improvements
- continued to run and maintain a Great Barrier Reef Wetlands Network to share information and knowledge on the wetlands of the Great Barrier Reef
- revised the protected area categories and reclassifying the wildlife species under the *Nature Conservation Act 1992*. Subordinate regulations were also incorporated into the EO framework to ensure that highly threatened species and ecosystems are not lost to the impacts of development.

Looking ahead to 2018–19

We will:

- identify priority sites for a third colony for the vulnerable northern hairy-nosed wombat
- respond to the Queensland Audit Office audit of the department's threatened species management programs
- develop a SEQ Koala Conservation Strategy for South East Queensland (SEQ) as part of the government's response to the report of the Koala Expert Panel. The Panel had extensive experience across conservation and land use planning and provided Government with recommendations on the most realistic and achievable ways to reverse the decline in koala populations in SEQ in its report — *Queensland Koala Expert Panel, A new direction for the conservation of koalas in Queensland*.
- consider the results due in 2018-19 for a three-year scientific collaboration with CSIRO to inform alternative management of urban flying-fox roosts
- progress the review of Queensland's Environmental Offsets Framework, which will also consider the strategic assessment for South East Queensland and the Government's response to the Koala Expert Panel report
- work in partnership with Traditional Owners, the Department of State Development, Manufacturing, Infrastructure and Planning, local government and key stakeholders to evaluate river protection and consult with Traditional Owners, industry and the community to progress the government's pristine rivers election commitment
- continue to support the Queensland Government's commitment to managing and expanding Queensland's 'World Heritage family', with the consent of Traditional Owners and support of key stakeholders and local communities. Current focus areas include: parts of Cape York Peninsula; Quandamooka Country – comprising North Stradbroke Island (Minjerribah), Moreton Island (Moorgumpin) and Moreton Bay and islands; and the Fraser Island (K'gari) World Heritage area.

Case study

Queensland Heritage Schools Study

The seven-year Queensland Heritage Schools Study is at its midway point, with 44 out of approximately 100 of Queensland's most important state schools having entered our program.

Built between 1860 and 1960, and ranging from tiny one-room timber rural schools to big brick city schools, these represent a century of architectural excellence by the Department of Housing and Public Works. The historical sites are credited particularly for outstanding passive light and ventilation, and illustrate the evolving philosophies of state education, such as enforced right-handedness or sex segregated teaching. These places have strong and special community associations, often being a centre for social interaction and recurring events over many generations.



Surrounded by the large sugar farms west of Bundaberg, Branyan Road State School was built in 1905 as a small one-roomed school, and includes a forestry plot intended to convey the importance of forestry to rural children.



Established in 1936 as part of the Queensland Government's building and relief work program, Toowoomba East State School provided work for unemployed men during the Great Depression.

Service Standards

Heritage Protection Services

90%
TARGET

100%
ACTUAL



Percentage of departmental heritage recommendations, for inclusion in or removal from the Heritage Register, accepted by the Queensland Heritage Council¹

\$235
TARGET

\$181
ACTUAL



Average cost per Heritage Register entry reviewed and updated²

Notes:

1. The department is responsible for researching, consulting with relevant parties and making recommendations to the Queensland Heritage Council (QHC) for places nominated for inclusion in, or removal from, the Queensland Heritage Register (the Register). As an independent statutory body, the QHC is responsible for making the decision about which places are added to, or removed from, the Register. In making this decision the QHC must consider the department's recommendations, public submissions, oral representations, the physical condition or structural integrity of the place and any other information it considers relevant.
2. The Register contains more than 1,740 entries. Some of the information dates from 1992 when it was transitioned from other registers. These entries are being updated to improve the accuracy of information about places in the Register. This service standard measures the full-time equivalent staff cost to review and update entries in the Register. A review can result in changes that range from minor (for example change of location details), to major (for example rewriting a history in an entry). The target was exceeded due to a large number of minor changes being processed.

Heritage Protection Services

Reporting period: 1 July 2017 to 30 June 2018

The department administers the *Queensland Heritage Act 1992* and delivers the Queensland Government's commitment to protect the state's significant historical cultural heritage in line with key directions in the *Queensland Heritage Strategy: protecting, investing in and connecting Queensland's story*. We develop and coordinate policy to support heritage protection; provide high-level professional advice on the implementation of the state's strategic approach to identify, conserve and protect significant historic heritage places throughout Queensland; undertake assessments of development by the state; and provide technical advice on development assessments, and compliance and enforcement actions.

By protecting our heritage places, we are maintaining our sense of place, reinforcing our identity and continuing to define what it means to be a Queenslander.

Our operating environment

Our department is the leading contributor to achieving the government's objective to protect the state's significant cultural heritage.

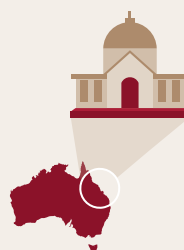
Protecting, conserving and promoting heritage places and their stories plays an important role in creating community identity, sustaining local economies and contributing to Queensland's cultural heritage tourism industry.

Queensland continues to experience population and development growth, and a strong heritage strategy will help avoid conflicts over, and a loss of, important aspects of heritage.

There are more than 1700 places on the Queensland Heritage Register, which are testament to the importance we, as a community, place on caring for those sites that have cultural and natural significance.

Ultimately, appreciation for heritage is about people and their ties to the local community—and we all share a responsibility to ensure our irreplaceable heritage places are conserved for present and future generations.

Key performance indicators



Improved efficiency of reviews of Queensland Heritage Register entries to provide an accurate record of the State's most important heritage places as shown by the average cost per heritage register entry reviewed and updated.



Provide high-quality research and stakeholder consultation to achieve adoption by the Queensland Heritage Council of at least 90% of recommendations for places to be entered in or removed from the Queensland Heritage Register.

Our program of work

We regulated and support the management and protection of places with state heritage value so that their values are retained by:

- researching nominations to the Queensland Heritage Register and making recommendations to the Queensland Heritage Council
- delivering the Queensland Heritage Schools program in partnership with Department of Education, established to identify, assess and protect Queensland schools of state heritage significance
- administering—in partnership with Queensland Rail (QR) and the Queensland Heritage Council—the memorandum of understanding (MOU) that enables QR to issue exemption certificate approvals for low-impact development and conservation works to its state heritage-listed assets
- assessing development and issuing exemption certificates for work that has either no detrimental impact or a minimal detrimental impact on the cultural heritage significance of state heritage places
- assessing development and making recommendations to the Queensland Heritage Council about development by the state
- providing technical advice about assessment of development to the State Assessment and Referral Agency (SARA) and Economic Development Queensland
- undertaking assessments of archaeological discoveries to allow better management of these sites
- undertaking compliance activities that ensure the protection of state heritage places by ensuring compliance with conditions of development approvals
- developing heritage agreements for the conservation and appropriate management of state heritage places
- preparing a conservation management plan for six shipwrecks within the Great Barrier Reef Marine Park as part of the Reef 2050 Plan

- continuing to update database records and locate missing historic shipwrecks off the Queensland coast to enable better management of maritime heritage
- providing information on local heritage places as part of the planning scheme review process.

We promoted the value and understanding of Queensland's heritage through programs, education and investment initiatives so that Queensland's heritage is understood and enjoyed. We did this by:

- supporting annual Open House events—Brisbane, Maryborough, Gold Coast, Toowoomba and Bundaberg
- building awareness and promoting our heritage and heritage tourism opportunities through Instagram #qldheritage and the Heritage Explorer web page
- maintaining and updating information relating to heritage places to ensure the Living Heritage Information System is the point of truth for information about Queensland's heritage places
- allocating over \$1.1 million through the second round of funding in the Community Sustainability Action grant program to help conserve and restore 32 of Queensland's heritage-listed places. Funding was allocated to eligible recipients for urgent conservation works on heritage-listed places, as well as the development of conservation management plans for such places.

We promoted the appreciation and continued use of heritage places through adaptive re-use so that our heritage buildings will be used, maintained and appreciated by:

- providing technical advice to owners of heritage places and SARA about adaptive re-use
- providing technical notes and guidelines about current heritage conservation practices through our website
- supporting the Queensland Heritage Council to promote adaptive re-use of our heritage buildings.

Looking ahead to 2018–19

We will:

- enhance policies and procedures designed to protect the state's built heritage
- continue to promote the value, and increase community understanding, of Queensland's heritage including through programs and education initiatives
- continue to review and update the state's Heritage Register
- develop options for implementing the proposals outlined in the Heritage Working Group's final report on issues relating to voluntary agreements and funding strategies to protect heritage places and promote heritage tourism
- continue to support the Queensland Heritage Council to administer the *Queensland Heritage Act 1992*
- continue to deliver the department's obligations under the *Historic Shipwrecks Act 1976* and the Reef 2050 Plan.

Service Standards

National Parks

90%
TARGET

90%
ACTUAL



Percentage of the Protection and Wildfire Mitigation Zones fuel management treatment target achieved on Queensland Parks and Wildlife Service (QPWS) managed estate to protect life and property¹

632,000^{ha}
TARGET

942,680^{ha}
ACTUAL



Area of the QPWS-managed estate with fuel loads reduced by planned burning, to reduce fire risk to life and property and protect biodiversity²

1,400,000 TARGET

1,367,310
ACTUAL



Number of overnight camper stays hosted on national parks and forests³

Notes:

1. This service standard focuses on protecting key community interests from the threat of wildfire, through planned burning and other fuel management treatments, prioritising specifically identified critical areas close to residences and other urban zones. It measures the effectiveness of QPWS's fire program in meeting its legislative and social obligations to protect life and property. It has been replaced by a new service standard focusing on protection zones only, which are the primary zones for the protection of life and property. The wildfire mitigation zone component of the measure will continue to be reported through the existing service standard 'Area of the QPWS managed estate with fuel loads reduced by planned burning, to reduce fire risk to life and property and protect biodiversity'.
2. This service standard reflects the 2009 Victorian Bushfires Royal Commission recommendation that a 5% target for prescribed burning of the state should be established to decrease fuel loads and thus reduce the spread and intensity of bushfires. Late autumn and winter conditions during 2018 were favourable for implementing planned burns, enabling the target to be exceeded.
3. This service standard measures how effectively the department achieves the service area objective of facilitating access to ecotourism, recreation and heritage experiences in parks and forests. The 2017–18 Actual is slightly below the Target/Estimate mainly due to unfavourable weather associated with the September/October 2017 and March/April 2018 school holiday periods.

National Parks

Reporting period: 13 December 2017 to 30 June 2018

Queensland's parks and forests are managed to sustain natural and cultural values, building environmental resilience to ensure healthy species and ecosystems, and facilitating ecotourism, recreation and heritage experiences in marine and terrestrial environments. This is achieved through:

- conserving natural and cultural values on land and sea protected areas, including the Great Barrier Reef
- delivering joint field management in the Great Barrier Reef in partnership with the Australian Government
- supporting Traditional Owner partnerships and interests
- facilitating adventure and nature-based and ecotourism, recreation and cultural heritage experiences
- fostering mutually beneficial partnerships and stakeholder relationships
- using contemporary approaches to promote park visitation and appreciation of nature
- regulating sustainable resource use and activities on parks and forests.

Our operating environment

The department works in partnership with Traditional Owners, other government agencies, non-government organisations and volunteers to manage parks and forests to conserve their ecological and cultural values, and to provide social and economic benefits to Queensland.

Almost half the species living in Queensland are found nowhere else in the world. Queensland is home to 72% of Australia's native bird species, 85% of its mammals and just over half its native reptiles and frogs. National parks are the cornerstone of our lands, protected for conservation and the department aims to ensure that they are sustainably managed for current and future generations.

State forests are also managed for their commercial production values and for multiple uses.

Queensland's protected marine estate includes marine parks and declared fish habitat areas. The department aims to deliver effective management of the marine estate to conserve the marine environment and also provide valuable recreational, commercial and Aboriginal people and Torres Strait Islander people opportunities over the long-term.

Key performance indicators



Departmental Great Barrier Reef Field Management Program key performance indicators met.



Number of cooperative arrangements in place with Traditional Owners.



Fire and pest management program targets achieved.



Park visitation rates including 1.4 million overnight camper stays per annum.



Customer satisfaction with parks and forests experiences.



Values-based Park Management Framework targets achieved.

Our program of work

We managed parks and forests, including the Great Barrier Reef, in order to sustain natural and cultural values and build environmental resilience, and to ensure healthy species and ecosystems for future generations. We achieved this by:

- providing expert input into protected area acquisitions, dedications and revocations, maintaining the currency of marine park zoning plans and declared fish habitat area plans to ensure appropriate levels of protection and sustainable use. Additions totalling 7873 hectares, were made to nine parks including Mount Windsor, Main Range, Pumicestone and Magnetic Island national parks and Mount Dumaesq Conservation Park.
- guiding the effective management of national parks and other protected areas by developing park-level management instruments, management plans and statements. Park values and levels of service assessments were completed for 28 parks, bringing the total number of parks with completed assessments under the Values-Based Management Framework to 162 parks as at 30 June 2018.
- using a 'health check' program to monitor and track the condition of key park values across Queensland. Health checks have now been undertaken on 19 parks.
- implementing 145 planned burns over 595,074 hectares of QPWS-managed lands, with a particular focus on improved hazard mitigation ahead of the fire season. Of these planned burns, seven were for hazard reduction purposes.
- responding to 84 wildfires that affected 183,991 hectares of QPWS-managed areas
- investing approximately \$3.2 million to manage pests, including more than \$0.5 million for the Strategic Pest Management Program. This funding included projects to address pest threats on priority parks, and to tackle a range of both statewide and regionally significant pest management projects.
- continuing to lead the \$7 million Nest to Ocean Turtle Protection Program as a joint initiative with the Australian Department of the Environment and Energy, reducing the impact of predators such as feral pigs and foxes on the nesting success of marine turtles along the Queensland coastline.
- allocating a further \$0.5 million to existing Nest to Ocean Turtle Protection Program grant recipients to continue projects funded in 2016–17
- prioritising QPWS management actions, including monitoring to support the recovery of significant species and ecosystems such as the greater bilby, bridled nailtail wallaby, northern bettong, Kroombit tinker frog and night parrot and endangered acacia communities
- supporting the remaining wild population of the endangered bridled nailtail wallaby at Taunton National Park (Scientific) through drought conditions, which reduced natural forage
- establishing a captive breeding program for Kroombit tinker frog in collaboration with Currumbin Wildlife Sanctuary. Four founder animals were collected from the wild in early 2018.
- between 2016 -2019, expanding the public mooring and reef protection program in the Great Barrier Reef World Heritage Area as part of the Government's Significant Regional Infrastructure Projects Program, including installing 80 new public moorings (plus complementary reef protection markers) to protect delicate reef systems. The project will continue to June 2019 with further additional mooring installations planned in the Townsville area.
- collaborating with the Great Barrier Reef Marine Park Authority in undertaking the Great Barrier Reef Joint Field Management Program
 - » assisting with the protection of important marine and island ecosystems, and maintaining the reef's popular natural tourism destinations
 - » undertaking 2866 broad-scale manta tows across 49 reefs, covering approximately 545 kilometres of the Great Barrier Reef, in addition to 567 Reef Health Impact Surveys having been conducted as part of Field Management Program – Crown of Thorns Starfish (COTS) Response. Culling of over 40,000 COTS in the southern Swains Reefs.

Case study

The Queen's Commonwealth Canopy

The Queen's Commonwealth Canopy (QCC) is a network of forest conservation initiatives which aim to raise awareness of the value of natural forests and the need to conserve them and promote knowledge sharing and cooperation across member countries.

In mid-2017, the London-based Royal Commonwealth Society approached the Queensland Premier seeking a Queensland nomination to the QCC program. The department worked with the Traditional Owners of K'gari (Fraser Island), the Butchulla Aboriginal Corporation, and the Traditional Owners of Bulburin National Park south of Gladstone, and the Port Curtis.

As a result, in April 2018 the Royal Commonwealth Society accepted the nomination of both K'gari and Bulburin National Parks to the QCC, with a public announcement made in Bundaberg as part of the royal visit to Australia by His Royal Highness the Prince of Wales.

These dedications contain around 80,000 hectares of native forest in these two Queensland protected areas and are the first protected areas in Australia to be recognised under the QCC.

Participating in the program allows Queensland to internationally showcase its world-class management of protected areas and its commitment to forest conservation. Other benefits include building partnerships with the Traditional Owners of K'gari and Bulburin National Parks, raising the profile of the two national parks and creating opportunities for exchange of information with other Commonwealth countries regarding forest conservation initiatives under the QCC. For example, Canada, New Guinea, Singapore, Fiji, Malaysia, Jamaica, United Kingdom, Namibia, Antigua and Barbuda, St Lucia, Mauritius, Malawi are just some of the counties with projects included under the Queen's Commonwealth Canopy.



HRH The Prince of Wales unveils plaques marking the dedication of K'gari and Bulburin National Parks into the Queen's Commonwealth Canopy, with Traditional Owners and representatives from the Royal Commonwealth Society looking on.

- » participating in a multi-agency response to curb illegal recreational fishing on the Great Barrier Reef and maintain the integrity of the marine park
- » undertaking compliance activities on the Great Barrier Reef focused on maintaining the integrity of the zoning plan and World Heritage values and encouraging user compliance. This included 455 days dedicated to compliance patrols on vessels, zero land-based days and 34 flight-based days. There were 509 offences reported, resulting in 50 Commonwealth infringement notices, seven state infringement notices, 33 caution notices, 178 advisory letters, 36 warning notices and 17 prosecutions.
- progressing development of a *Protected Area Strategy* that will provide a strategic approach to terrestrial protected area management
- progressing a review of the *Great Sandy Marine Park Zoning Plan* to identify opportunities that support the long-term conservation and sustainable use of the values within the Great Sandy Marine Park
- reporting on the status and management of the Declared Fish Habitat Network through completion of the *Declared Fish Habitat Network Assessment Report* for 2017
- reviewing commercial whale watching access opportunities in the Point Lookout area in Moreton Bay Marine Park
- collaborating with the Royal Commonwealth Society and Traditional Owners of K'gari (Fraser Island) and Bulburin National Park to dedicate the first two protected areas in Australia into the Queen's Commonwealth Canopy—a global network of conservation programs highlighting forest conservation efforts
- commencing a program of work in collaboration with The University of Queensland and Griffith University to determine the socio-economic value of parks.

We regulated activities in parks and forests by managing permits and authorities on parks and forests to ensure sustainable use of the areas, separate or minimise conflicting uses, consider native title obligations, and guide conservation management actions at specific sites. We achieved this by:

- managing grazing on the estate—as at 30 June 2018, the department had approximately 1050 grazing authorities in place, with around 90% of these on state forests. This number fluctuated throughout the reporting period as a result of the renewal, surrender or expiration of leases and authorities.
- managing commercial tourism at premium sites in an ecologically sustainable manner through the Queensland Eco and Sustainable Tourism (QuEST) initiative. The implementation of QuEST on K'Gari (Fraser Island) and Moreton Island (Mulgumpin) is being progressed through engagement with Traditional Owners and commercial tour operators.
- continuing to review, administer and audit authorities for more than 700 gas well pads and associated infrastructure on the QPWS estate.

We supported Traditional Owner partnerships and interests by recognising native title rights and interests and engaging in partnerships with Traditional Owners in managing parks and forests. We achieved this by:

- forming active partnerships with, and cooperatively involving, Traditional Owners in the management of Queensland's protected areas in keeping with the requirements outlined in the *Nature Conservation Act 1992* and the *Marine Parks Act 2004*. The *Commonwealth Native Title Act 1993* provides a legislative framework for recognising and protecting native title rights and interests.
- partnering with the relevant Aboriginal Corporations and Land Trusts in jointly managing the 28 national parks (Cape York Peninsula Aboriginal Land [CYPAL]) through regular meetings and direct and indirect employment of Traditional Owners in park management
- participating in cross-cultural training programs developed and delivered by national parks CYPAL Traditional Owners. Traditional Owners employed by QPWS, Aboriginal Corporations and Land Trusts completed accredited training courses relevant to park management.
- jointly conducting fieldwork with national park CYPAL Traditional Owners in natural and cultural resource management and surveys
- undertaking joint management activities with the Quandamooka Yoolooburrabee Aboriginal

Corporation which included collaborative management of budgets, park operations, and cultural heritage and community projects

- jointly managing the Naree Budjong Djara National Park and other protected areas on North Stradbroke (Minjerribah) and Peel (Teerk Roo Ra) islands with the Traditional Owners, the Quandamooka people, under an Indigenous land use agreement and Indigenous management agreement
- collaboratively managing projects with the Quandamooka, Jabalbina, Butchulla and Mandingalbay Yindinji people
- revising the department's cultural competency program to better support and improve the overall cultural capability of departmental staff and promote stronger working relationships and partnerships with Traditional Owners.

We facilitated cultural heritage, ecotourism and recreation experiences in parks and forests by developing and implementing management frameworks to mitigate environmental and cultural impacts of visitor use, maximise site use for community economic, health and wellbeing benefits, and reduce user conflict. We achieved this by:

- presenting accurate and engaging Indigenous and historic heritage stories of significance to add value to the visitor experience
- managing visitor facilities across Queensland's parks and forests, including 2072 kilometres of walking tracks, 48,040 kilometres of roads, 562 bookable camping areas and 234 day use areas, as well as visitor centres, offices, work bases and employee housing
- investing \$30.7 million on projects, including revitalising the state's high-profile national parks, on upgrading critical and ageing infrastructure to enhance visitor experiences and boost nature-based and ecotourism opportunities
- undertaking significant sign audits, developing plans, designs and signage for Boodjamulla National Park, Daisy Hill Koala Bushland Coordinated Conservation Area, Byfield National Park and Cape York Ranger bases
- engaging dedicated volunteers to provide support to the three QPWS Gateway Visitor Centres. 56 volunteers provided a record 4287.15 hours in

support of visitor experiences and conservation activities for the turtle nesting and hatching season at Mon Repos Turtle Centre, a signature ecotourism experience in the Southern Great Barrier Reef and Bundaberg region. 41 volunteers assisted rangers at David Fleay Wildlife Centre at Burleigh Heads on the Gold Coast.

- implementing a new government-led process to establish premium ecotourism experiences on selected national parks, islands and protected areas
- continually supporting tourism proponents to progress best-practice ecotourism proposals that aim to promote conservation and establish a new cohort of conservation advocates. These projects include the Scenic Rim Trail in Main Range National Park and the Revitalisation of the Green Mountains Campground in Lamington National Park.
- undertaking preliminary works on two major projects for ecotourism and visitor facilities at Whitsunday Island and Noosa National Parks; moorings and reef protection markers for improved tourism and recreation use of the Great Barrier Reef; and improved facilities at the Daisy Hill Koala Bushland precinct in preparation for the Gold Coast 2018 Commonwealth Games (GC2018)
- progress first-stage works on the Mon Repos Turtle Centre redevelopment
- continuing preparations to transform the ex-HMAS *Tobruk* into an artificial reef and world-class dive site. The ex-HMAS *Tobruk* was scuttled in June 2018.
- supporting a range of sustainably managed arts, cultural and sporting events on parks and forests. Significant events hosted, or partially hosted, on the QPWS-managed estate included: Modifyre 2017, held at Yelarbon State Forest; the Woodford Folk Festival; the Australian Rafting Championships; and the Queens Baton Relay for the GC2018.
- partnering with the Gold Coast 2018 Commonwealth Games (GC2018) to support the use of Nerang National Park for the GC2018 mountain bike competition. The \$3.2 million Nerang Mountain Bike Trails and venue were also funded by the Queensland Government, the Commonwealth Government and the Gold Coast City Council.

Case study



A makeover for Daisy Hill

In preparation for the 2018 Gold Coast Commonwealth Games, the Queensland Government invested \$3.3 million to upgrade infrastructure at Daisy Hill Conservation Park. This followed extensive stakeholder consultation and publication of the *Daisy Hill Koala Bushland Directions Paper 2017 – 2027* and *Action Plan* on 5 June 2017.

The Daisy Hill Koala Bushland Project included the revitalisation of the Daisy Hill Koala Centre, new facilities and amenities for visitors in the day use area and creation of 'Mountain Bike HQ' at the Upper Trail Hub for mountain bike riders.

Improving access and the experience of disabled visitors to the site was a focus of the upgrade works. This included the construction of 800 metres of new concrete path (the largest of its kind on QPWS estate), carparks, amenities, electric barbecues and picnic settings all built to comply with the *Disability Discrimination Act 1992*.

Other facility upgrades included Nature Play and Indigenous Games elements to get kids engaged with the environment around them.

Landcare and conservation groups assisted QPWS to establish 9000 new plants in the day use areas, and over 500 koala food trees across the coordinated conservation area.

Almost 2000 people visited on 28 April 2018 for the official opening of the project works.

Daisy Hill has fast become an important growth node of Brisbane, as has demand for recreational opportunities within the conservation park which attracts over 400,000 visitors each year. Recent facility upgrades will ensure Daisy Hill Koala Bushland continues to be an excellent outdoor hub for locals and visitors alike.



Daisy Hill Lower Day Use Area – carved Black Cockatoo totem, path and facilities compliant with the Disability Discrimination Act 1992.

- supporting the GC2018 by partnering with Jellurgal Indigenous Cultural Centre to develop a new ecotourism package—Twilight Experience on David Fleay Wildlife Park
- continuing to expand educational programs at David Fleay Wildlife Park. Visitor attraction strategies resulted in 11.3% annual growth in visitor numbers to the park.
- developing cultural trails—in partnership with the Department of Housing and Public Works—at Yugambeh and Kabi Kabi, located at the Gold Coast and Sunshine Coast Recreation Centres
- expanding the over-the-counter agent network by 39 locations to almost 70 locations across Queensland, providing customers with more booking options for camping and vehicle permits in locations with limited or no phone/internet connectivity.

We fostered mutually beneficial partnerships and stakeholder relationships by establishing both formal and informal relationships with other government agencies, research institutions, Aboriginal land and sea management organisations, community, tourism and recreation organisations, neighbours and volunteer organisations. We achieved this by:

- partnering with the Papua New Guinea Kokoda Track Authority (KTA), supporting cross-cultural exchange, and the protection and conservation of the Kokoda Track
- collaborating with KTA rangers and local communities to work on a number of capacity-building projects on the Kokoda Track, undertaking activities such as track repairs and conservation work
- working in partnership with the Australian Wildlife Conservancy to protect endangered wildlife at Diamantina and Astrebla Downs national parks in western Queensland and at Mount Windsor, Mount Spurgeon and Mount Lewis national parks in the Wet Tropics
- working with the Save the Bilby Fund at Currawinya National Park to remove predators from the enclosure. The last feral cat inside the enclosure was detected in June 2018 and has since been removed. A contract for upgrading the fence was awarded and fence completion was underway for July 2018.

- undertaking the Great Barrier Reef Joint Field Management Program in collaboration with the Great Barrier Reef Marine Park Authority
- progressing the Raine Island Recovery Project, a five-year pioneering public–private collaboration between BHP, the Queensland Government, the Great Barrier Reef Marine Park Authority, the Wuthathi Nation and Kemerker Meriam Nation (Ugar, Mer, Erub) Traditional Owners, and the Great Barrier Reef Foundation to protect and restore the island’s critical habitat to ensure the future of key marine species, including green turtles and seabirds:
 - » undertaking five monitoring and research trips to monitor the reproductive success of turtles in the sections of re-profiled nesting beach and monitor seabirds species on the Island
 - » a further 150 metres of fencing was installed in late June 2018, bringing the total installation to 1650 metres of fencing to reduce adult turtle mortality from cliff falls. Adult turtle deaths from cliff falls as a percentage of total mortality was the lowest recorded in recent years
 - » facilitating the employment of Traditional Owners for 160 trip days to assist in delivering on-ground works.
- promoting the GC2018 in publications, including Jetstar inflight magazines, Brisbane domestic airport carousel advertising and a hotel coffee book. This provided the opportunity to promote World Heritage areas, Queensland parks and forests, and unique wildlife experiences in South East Queensland and other GC2018 locations around Townsville and Cairns
- developing the *Queensland Parks and Forests Marketing Strategy 2017–20*, promoting Queensland as Australia’s premier sustainable ecotourism destination, with a focus on World Heritage areas
- developing the Life’s Best Moments campaign aimed at driving overnight visitation by singles and their friends, families and older couples—in particular, people who have not previously been camping or who do not camp regularly in Queensland’s national parks and forests
- maintaining the Queensland national parks social media platforms (Facebook and Instagram have around 120,000 followers) as part of a pre-planning phase for visitation. A broad range of content using video and still images promotes park visitation, overnight stays, experiences, safety and park management, and conservation messaging

We used contemporary approaches to promote park visitation and appreciation of nature to increase visitation, build advocacy and effectively engage visitors of all ages and diverse backgrounds and cultures. We achieved this by:

- applying arts-based and audio techniques to interpretation at Daisy Hill Koala Bushland through installation of sculptural wildlife totems and an interactive audio device for identifying animals by sound
- providing customers with a more reliable, simple means of booking camping and vehicle permits online, compatible with mobile devices
- delivering the statewide brochure program, including printing and distributing 16 visitor guides for information on over 26 national parks

- developing a contemporary Find-A-Park trial website which profiles 38 of the most popular Queensland parks and forests and offers more visually rich content designed to better meet visitation needs.

Looking ahead to 2018-19

We will:

- progress implementation of the values-based framework for the management of parks and forests, including through planning instruments, management systems, monitoring programs and effectiveness evaluation and reporting
- continue to deliver the \$35 million capital works program to enhance critical infrastructure, including nature-based tourism opportunities, on national parks and other protected areas, and new, alternative or upgraded visitor facilities on island protected areas to assist recovery following Tropical Cyclone Debbie. In 2018-19, capital works projects planned include construction of a new 20km track and upgrade of facilities at Whitehaven Beach.
- progress significant Regional Infrastructure Projects Program initiatives to redevelop the Mon Repos Turtle Centre and expand the public mooring and reef protection program in the Great Barrier Reef World Heritage Area. Additional public moorings and reef protection will add public access and protect delicate fringing reef systems.
- fund \$26 million over four years to enhance the Great Barrier Reef Field Management Program that provides compliance operations, delivers practical on-ground conservation actions and monitors ecosystem health for marine and national parks in the Great Barrier Reef World Heritage Area
- fund \$1.3 million over three years for four new positions and the operational costs of a new ocean-going patrol vessel, due to enter service in 2019. The Gladstone-based vessel will deliver over 200 days at sea with the primary purpose of upholding park user zoning plan compliance and responding to the crown-of-thorns starfish outbreaks.
- continue development of a Queensland *Protected Area Strategy* which will include a continued nature refuge program and expanded NatureAssist toolkit to support landowners
- undertake community consultation to inform the review of the *Marine Parks (Great Sandy) Zoning Plan 2017*
- undertake a scoping study into options for enhanced protection of the Fitzroy Delta as part of delivering the Reef 2050 Plan
- commence implementation of the cooperative management plan with Traditional Owners for the Pine River Bay declared fish habitat area
- undertake a recreational trial of side-by-side vehicles on State land
- commence regulatory reviews of the Nature Conservation (Administration) Regulation 2017; Recreation Areas Management Regulation 2017; and Nature Conservation (Protected Areas Management) Regulation 2017
- deliver high-quality interpretation and visitor engagement services, including making better use of technology such as interactive national park brochures
- roll out the 'Think Outside' marketing campaign to promote visitation and overnight stays at selected Queensland parks and forests
- develop a framework to change Queensland's parks and forests' approach from passive involvement in events and partnerships to being active partners, attracting commercial and not-for-profit organisations to increase visitation and advocacy
- develop an interactive mobile-optimised app—as part of the Pocket Ranger app project—that 'brings the Ranger experience to life', digitally enhancing visitor 'on park' experiences through rich layers of interpretation, including the use of augmented reality for the first time
- enhance the online presence of the national park estate through a trial of listing national parks, forests and camping grounds within Google Maps, which incorporates a consumer rate and review component
- complete feasibility studies for government-led ecotourism proposals for Whitsunday Island, Hinchinbrook Island, the Gold Coast Hinterland and the Sunshine Coast.

Service Standards

Services for Government – Science Delivery

≤ 87%
TARGET

91%
ACTUAL

Percentage of customers from other government agencies satisfied with the natural resource and environmental science services and information provided (overall satisfaction)¹

≤ 87%
TARGET

89%
ACTUAL

Percentage of laboratory tests completed and made available within agreed timeframes and quality specifications to support Reef Plan 2013-18 and other government priorities²

≤ 25%
TARGET

25%
ACTUAL

Co-investment as a percentage of the Science Delivery budget³

Notes:

1. This service standard is an indicator of the success of delivering Science services to meet the key priorities of Government customers for environmental and natural resource policy and decision making. The measure includes customers from the former Department of Environment and Heritage Protection and the former Department of National Parks, Sport and Racing, following the realignment of these agencies within the Department of Environment and Science due to machinery-of-government changes in December 2017. The survey results reflect concerted efforts to improve service delivery and client relationships, including quarterly client meetings and improved governance processes.
2. The timeframes involved are negotiated per sample submission and quality is measured by maintenance of accreditation with the National Association Testing Authorities, Australia and performance in national and international laboratory proficiency trials. This measure now references the 'Reef 2050 Water Quality Improvement Plan' in lieu of the 'Reef Plan 2013-18' to reflect a change in the policy document.
3. This service standard is an indicator of efficiency in delivering services for Government and external customers by maximising financial resources through leveraging and partnering. Appropriated funding is leveraged by performing services for other State Government agencies and by partnering with external organisations, including universities and other scientific organisations.

Science

Reporting period: 13 December 2017 to 30 June 2018

Science is a key component of the Queensland Government's commitment to facilitate a vibrant knowledge economy in Queensland through the Advance Queensland initiative, improve the health of Queenslanders, and protect our natural environment.

Queensland has developed an international reputation for science and research excellence, driven by world-class institutions and infrastructure, renowned researchers, and transformational breakthroughs from sustained Government investment in science, research and innovation.

Our department provides strategic leadership for the state's investment in science, working closely with the Department of Innovation and Tourism Industry Development, Queensland Health, and the Department of State Development, Manufacturing, Industry and Planning.

We also work very closely with our universities, research institutes, industry and the Australian Government, advocating new collaborations and investments that increase the translation of research into commercial and societal benefits for all Queenslanders.

We continue to develop Queensland's science capability by enhancing its international profile and connections through strategic relationships with priority regions and markets.

We work across government to promote Queensland science and increase the awareness of, and engagement with, science within the Queensland community through the *Advance Queensland Engaging Queenslanders in Science* strategy.

Our department provides scientific and technical advice and services to government agencies, industry and the community. The science

delivered underpins environmental and natural resource management and decision making, and the legislative responsibilities of government agencies. Our science enables the responsible use of our natural resources and the protection and preservation of our pristine environments.

The applied science activities generate information and technical advice for water and air quality, water resource planning, wave and storm tide monitoring, vegetation and ground cover, soil and land resources, terrestrial and aquatic ecology, biodiversity, social sciences, drought, atmospheric and grazing land sciences. Our scientific expertise ensures that the best available science and applied technical innovations are used to provide credible, evidence-based information to support decision making.

Our operating environment

Our department continues to drive the growth of the knowledge economy with research bodies and industry by developing and enhancing science capability through local and global science and industry partnerships. The need to increase science participation and engagement in the community and create a pipeline of STEM qualified professionals for the jobs of the future is also recognised. We respond to this environment by:

- delivering targeted programs and advocacy roles that promote science engagement, nationally and internationally, and deliver strategic outcomes for the state
- developing policy documents to guide science investment, such as the Queensland Government research and development (R&D) expenditure report, Queensland science and research priorities, and position papers on science opportunities in the state.

Our leading-edge scientific methodologies and evidence underpin government policy and programs in the areas of natural resource management and the environment. Our scientific information, tools, mapping and modelling products enable the Queensland community and industry to manage the impacts of drought and climate adaption and understand their risks at a regional and local scale. For example, we:

- monitor water quality to inform the health of Queensland's waterways and the Great Barrier Reef
- provide hydrological monitoring and modelling to inform water security and supply decisions for Queenslanders
- monitor wave and storm tides to provide advice during extreme weather events
- monitor air quality to inform strategies to minimise the impacts of industrial activities
- monitor and map land use and vegetation change across Queensland to inform land management and protect the environment
- provide drought, climate and soils information and data that is used by the agriculture, mining and construction industries to ensure the sustainable use of natural resources
- generate and maintain extensive fundamental datasets about Queensland's natural resource and environmental assets and climate risk to inform the economic development of Queensland and protect the environment
- maintain the state's botanical collection to enable the management of the state's mega-biodiversity.

Key performance indicators



Increase entrepreneurship and encourage more people into STEM



Help government run more effectively through high-quality advice, assurance and innovative government-to-government services.

Our program of work

We encouraged greater collaboration between business, industry and the research base by developing and enhancing science capability through local and global science and industry partnerships that will drive growth of the science sector in Queensland. We did this by:

- hosting, as part of the Focus for Impact program, two forums to promote the adoption of technologies underpinning food trust and provenance in agricultural supply chains. The forums were aimed at enabling stakeholders from industry, research groups and government to collaborate.
- awarding three recipients with funding under the Advance Queensland Sport Science Challenge to work with sporting groups and the community to develop and bring to market sport science innovations that will improve the performance of elite athletes and increase participation in sport and physical activity
- renewing, for a further three years, the Queensland–Smithsonian Memorandum of Understanding (MOU) to provide further opportunities to advance research, disseminate knowledge and promote social and cultural development
- establishing an MOU with the Torch High Technology Industry Development Centre, China Ministry of Science and Technology to facilitate investment and increase development in the health and life sciences sector
- opening the 2018 round of the Queensland – Chinese Academy of Sciences Collaborative Science Fund to enable Queensland researchers to access international opportunities to develop their skills and find new markets
- providing regulatory certainty for proponents of new research through the administration of the *Gene Technology (Queensland) Act 2016* and *Biodiscovery Act 2004*

Case study

MOU signing with China's Torch High Technology Industry Development Centre

The department established strong strategic relationships with some of China's leading scientific bodies, including the Ministry of Science and Technology (MOST), the Chinese Academy of Sciences, and the Science and Technology Commission of Shanghai Municipality Government. Leveraging these already strong relationships, an MOU was co-signed with the Torch High Technology Industry Development Centre, MOST, to explore the possibility of establishing a Queensland – Torch Health and Medical Precinct. A business matching office will be established for 12 months, with Torch officials to staff the office with Queensland Health.

Torch was established in 1988 and is a successful government-led entrepreneurial program, helping to kickstart Chinese high-tech innovation and start-ups. Torch has become China's engine room of innovation and economic growth. The department has been working closely with Torch, implementing the Commercialisation Partnership Program (CPP), an Advance Queensland initiative. The CPP assists Queensland researchers and start-ups to commercialise their technology through a three-month placement at identified high-technology Torch parks across China.

The signing of the MOU with Torch further cements Queensland's relationship with China on science and innovation. The proposed Queensland – Torch Health and Medical Precinct will help the Queensland science community to capitalise on the favourable policy settings and complementary capabilities for health and medical research and development in Queensland and China, optimise the health and medical industries in both regions, and improve health outcomes for Queensland, China and broader global communities.



Image: Front row (right to the left)

- Hon Leeanne Enoch MP, Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts
- Mr Duan Junhu, Deputy Director- General, Torch High Technology Industry Development Center, Ministry of Science and Technology of the People's Republic of China
- Hon Dr Steven Miles MP, Minister for Health and Minister for Ambulance Services

Back row (right to left)

- Mr Jamie Merrick, Director-General, Department of Environment and Science
- Mr Wang Qiang, Counsellor for Science and Technology, Embassy of the People's Republic of China in Australia
- Dr Xu Jie, Consul-General, Consulate-General of the People's Republic of China in Brisbane
- Mr Michael Walsh, Director-General, Department of Health
- Mr Rui Guozhong, Secretary General, China BioPark Cluster Alliance, China Pharmaceutical Technology Transfer Centre.

Case study

KOALA watching over the Games

The department operates a statewide network of 29 air quality monitoring stations. The Gold Coast, Queensland's second largest population centre, was a gap in this network. To fill this gap, a trailer with high-end monitoring equipment was installed at Southport State High School. The trailer monitors for pollutants such as carbon monoxide from vehicle emissions, sulphur dioxide from industrial emissions, and dust particles from a variety of sources.

During the 2018 Gold Coast Commonwealth Games, the air quality monitoring team also collaborated with the Queensland University of Technology (QUT), Southport State High School and Griffith University to operate a network of state-of-the-art miniature KOALA (Knowing Our Ambient Local Air-quality) sensors. The KOALA monitor, developed by QUT, is a standalone, low-cost sensor package using solar energy to power sensors that monitor ambient air quality. For this project, 10 monitors were set up,

including at the athletes village, Southport State High School, and student homes through the Adopt-a-KOALA program. The monitors measure particle and carbon monoxide concentrations in the air. The data from the KOALA monitors are available to the scientists and students involved in the science project via a cloud-based system built on Amazon Web Services. This website allows the scientists and students to examine the data that the KOALAs have sent back from the field.

Southport State High School has incorporated the air quality and meteorological data into the science curriculum for a number of different school years. Students can compare the data from the high-end monitoring equipment installed by the department with the low-cost KOALA sensors, or they can analyse air quality at different locations using the sensors. The collaboration has been extremely productive and there are plans to establish long-term air quality monitoring equipment at the school.



KOALA at the Commonwealth Games Athletes Village, Gold Coast.

- preparing government delegates for the Queensland mission to the 2018 BIO International Convention in Boston by organising meetings and events that facilitated the growth of the science sector in the state
- supporting Life Sciences Queensland to showcase Queensland life sciences by facilitating networking events and meetings between science and industry.

We identified the research, innovation and digital infrastructure that Queensland needs for its next wave of growth, maximising returns to the state's investment in science and scientific outcomes by:

- opening the Cairns node of the Australian Institute of Tropical Health and Medicine to continue to build capacity to fight tropical diseases
- initiating the reform of the *Biodiscovery Act 2004* to contemporise frameworks for research, innovation and commercialisation in Queensland
- assessing potential Queensland research infrastructure requirements under the *National Collaborative Research Infrastructure Strategy* to ensure Commonwealth funding is accessed
- supporting the rollout of Advance Queensland initiatives to fund scientific research and knowledge in Queensland, and evaluating the research outcomes from institutes and Advance Queensland programs to ensure that they reflect value for money for Queensland.

We informed government policy design and delivery through the provision of leading-edge science advice, research, data and analysis. We ensured the best available science and applied technical innovations were available to provide credible, evidence-based information to support decision making. We did this by:

- completing the *2015–16 Statewide Landcover and Trees Study Report* (SLATS report) to detect changes in woody vegetation in Queensland to report annualised total woody vegetation clearing rates in hectares per year
- expanding the water quality monitoring sites to inform the Great Barrier Reef Catchment Loads Monitoring Program. The program now monitors

water quality at 43 sites across 20 key catchments for sediment and nutrients, and a total of 20 sites for pesticides.

- completing Tranche 1 of the Accelerating Science Delivery Innovation program, including preparation and market engagement for remediation of critical end-of-life, high-performance computing and biodiversity information system assets, embracing modern and innovative practices
- initiating 12 projects under the Queensland Water Modelling Network that will improve the efficiency, productivity and visualisation of the water models used for the state's water resource planning and delivery of the Reef Report Card
- installing a permanent air quality monitoring station at Southport State High School as part of the network of state-of-the-art miniature KOALA (Knowing Our Ambient Local Air-quality) sensors. The station monitored air quality during the Commonwealth Games through a collaboration with Queensland University of Technology (QUT), Southport State High School and Griffith University.
- developing, in conjunction with The University of Queensland, a new 'Weed Spotter' app that allows the community to be part of the Weed Spotter Network – Citizen Science program, to better manage the impact of pest plants
- completing the land suitability assessment component of the Northern Australia Water Resource Assessment in collaboration with the CSIRO, providing field surveys and validation in the Mitchell River catchment, and soil sample analysis from all three study catchments—Mitchell in Queensland, Fitzroy in Western Australia and Darwin in the Northern Territory. The soil and land suitability assessment will identify areas for potential expansion of irrigated agriculture in the catchments.
- compiling and producing the proposed Category C High Value Regrowth map for the Vegetation Management and other Legislation Bill 2018
- delivering updated land use and land use change-mapping for the Burdekin reef catchment through the Queensland Land Use Mapping Program

- redeveloping the Soil Information for Land Owners database to make use of latest cloud and mobile technologies. The project was the first in Australia to partner with the Amazon Public Datasets program, using the program's free data-hosting service to provide users with time series data for any station or grid locations
- completing the first round of field assessments of freshwater fish communities within the Mulgrave and Russell river catchments as input to the Wet Tropics Healthy Waterways Partnership Report Card and for the information of Cairns Regional Council
- commencing drilling operations in the Basalt region west of Charters Towers for the collaborative Geoscience Australia Exploring for the Future Burdekin Project. Eight test holes were drilled at five sites for a combined total meterage of 387 to monitor local and regional aquifer systems.
- completing the surface water modelling and associated hydrology work to inform the *Burdekin Water Plan* targeted amendment.

Looking ahead to 2018–19

We will:

- publish:
 - » a report on the money spent by government on research and development, demonstrating how this investment supports Queensland
 - » the latest version of the *Health of Queensland Science* report, which assesses Queensland's science strengths and opportunities
 - » a scientific collections policy
- deliver a signature Queensland National Science Week event in Longreach which will include student sessions on coding and robotics, drone flying that involves building your own drone for senior students, entrepreneurship, and a public event *From Dinosaurs to Drones*
- support the World Science Festival Brisbane in March 2019
- continue to deliver the *Engaging Queenslanders in Science* strategy to continue increasing the reach of science in Queensland via programs such as Engaging Science Grants, Partner Up Queensland, Flying Scientists and National Science Week
- develop and commence implementation of a *Citizen Science Strategy*
- recognise the achievements of Australia's outstanding young scientific researchers and communicators by hosting the Queensland Young Tall Poppy Science Awards in collaboration with the Australian Government and Queensland universities
- facilitate the 2018 AusBiotech National Conference, including the early stage Investment Event that will profile Queensland's life sciences to national and international delegates, and provide an opportunity to meet global leaders and investors
- develop the *Queensland Science: Future International Collaboration Report and Five-Year Action Plan* to inform the Queensland Government's international science engagement and collaboration activities over the next five years (2018–23)
- reform the *Biodiscovery Act 2004*, in consultation with stakeholders, to drive research, innovation and commercialisation, and position Queensland at the forefront of biodiscovery in Australia and internationally
- work in partnership with other government agencies to further develop Queensland's relationship with the Open Worldwide Innovation Network, with the aim to increase collaboration and investment in Queensland Science
- maximise the benefits to Queensland from Commonwealth funding provided for the *National Collaborative Research Infrastructure Strategy*
- create a new science strategy for Queensland, responding to the Commonwealth's national strategy for science and innovation, *Australia 2030: Prosperity through Innovation*
- boost the evidence base for measuring the effectiveness of vegetation management by establishing an enhanced scientific program for SLATS
- improve the accuracy of our pasture growth model will be improved, with innovative approaches using validation from grazing trials as well as satellite-derived data to develop decision support tools to enable landholders to make climate-smart and sustainable natural resource use decisions in grazing lands
- continue to deliver, through the Queensland Reef Water Quality Program 2018–22, critical science to support catchment restoration and land management, as well as monitoring, modelling and reporting of outcomes in reef catchments
- through the Queensland Water Modelling Network, deliver key modelling research and development an external engagement program that will capitalise on the extensive modelling expertise held outside government and foster capacity building, community of practice and innovation
- complete the potential species habitat model for all near threatened species listed in the *Nature Conservation Act 1992*
- release version 11 of the Regional Ecosystem Mapping of the State. This version will update the map to 2017 and include remnant vegetation.

Service Standards

Arts Queensland – Investment programs

90%
TARGET

91%
ACTUAL



Customer satisfaction with Arts Queensland's service delivery¹

75%
TARGET

75%
ACTUAL



Funding provided to arts and cultural sector as a proportion of arts operating budget²

Facilities management

5,834,000 TARGET
visitors

7,143,907
actual visitors

Utilisation of state-owned arts and cultural facilities³

17%
TARGET

15%
ACTUAL

Non-government revenue as a percentage of total revenue⁴

Notes:

1. This service standard measures overall customer satisfaction with Arts Queensland's service delivery.
2. This service standard measures the relationship between the results achieved (arts and culture funding provided to the public) for the resources used (costs of administering funding). The calculation takes Arts Queensland's total grants investment divided by Arts Queensland's total allocation excluding administered funding and property management costs. The service standard has been replaced for the 2018–19 reporting period by a new service standard which measures government funding provided direct to the arts and cultural sector, as a proportion of the total investment program budget, rather than as a proportion of the arts operating budget.
3. This service standard is based on the total attendance figures at the Queensland Cultural Centre and the Judith Wright Centre of Contemporary Arts. The 2017–18 Actual is above target, influenced by higher than anticipated attendance at the Queensland Art Gallery | Gallery of Modern Art's exhibitions—Marvel: Creating the Cinematic Universe and Yayoi Kusama: Life is the Heart of a Rainbow, the establishment of several photographic exhibitions displayed in the Whale Mall at the Queensland Museum and better than expected paid attendances for QPAC's Concert Hall and Lyric Theatre performances including large-scale musicals.
4. This service standard measures Arts Queensland's efficiency in leveraging the Government's investment in Queensland's premier cultural facilities through revenue generation that contributes to facilities management costs. The 2017–18 Actual is lower than the Target/Estimate primarily due to an increase in appropriation, reflecting increased depreciation funding and new initiatives since the 2017–18 Budget, which have effectively diluted the ratio of own source revenue generation to total revenue. The service standard has been replaced for the 2018–19 reporting period as it no longer represents the most efficient measure of facilities management services.

Arts Queensland

Reporting period: 1 July 2017 to 30 June 2018

Arts Queensland supports Queenslanders' access to arts and culture, the growth and sustainability of the arts and cultural sector, and a community that values the arts.

It works to optimise cultural, social and economic outcomes through the effective administration of arts funding programs. This investment enables access to high-quality arts and cultural experiences across the state, builds an innovative and resilient arts and cultural sector, and grows the state's cultural reputation and tourism offering.

The agency leads the development and management of Queensland's major arts and cultural assets, including Queensland's Cultural Centre in Brisbane, through the strategic planning, procurement and delivery of infrastructure projects, capital works programs and maintenance services.

It also supports the governance and compliance of statutory bodies and companies within the arts portfolio to ensure integrity and accountability for the government's largest arts investments.

Our operating environment

The arts are critical in building the state's collective creative skills, are central to the state's economic and cultural vibrancy and play an important role in ensuring the liveability and connectedness of our communities.

Arts Queensland works to ensure all Queenslanders have access to quality arts and supports the growth and sustainability of the arts sector across the state through:

- focusing on increasing access to and participation in arts experiences by fostering, facilitating and promoting the sustainable growth and development of regional arts
- investing in the development and presentation of new works that share and celebrate Queensland's unique stories
- supporting for Queensland's unique Aboriginal and Torres Strait Islander heritage to keep culture strong and to build sustainable and ethical Aboriginal and Torres Strait Islander arts industries
- working with the state's Arts Statutory Bodies, with an international reputation for creating unique programming and experiences, to continue to drive cultural tourism at their physical locations in Brisbane at the Queensland Cultural Centre and across the state
- supporting for Queensland's small-to-medium arts organisations, major performing arts organisations and creative enterprises, which are incubators of creative talent, drivers of innovation and generators of ideas and local employment.

Key performance indicators



Our program of work

We managed investment programs for individual artists and arts and cultural organisations across Queensland to realise new funding opportunities and further support Queensland-based arts companies and artists by:

- creating the Indigenous Art Centre Infrastructure Fund—an investment of \$500,000 over two years that will improve the sustainability of Arts Queensland-funded Indigenous art centres by upgrading spaces and strengthening the centres' capacity to build skills and increase the supply of quality artwork

- establishing a specific funding stream within the Queensland Arts Showcase Program (QASP) Arts Ignite – Judith Wright Centre of Contemporary Arts to support six creative development projects for early career artists at the centre in 2018
- supporting 116 applications totalling \$3.9million through the QASP, focused on creating employment and training opportunities for Queensland-based artists and arts workers. This included 68 applications from or supporting regional Queensland, totalling \$2.4 million. Since its inception in September 2015, QASP has invested more than \$8.2 million in more than 250 projects across the state.
- continuing to invest \$12.96 million in Queensland's flagship home companies – Queensland Theatre, Queensland Ballet, Queensland Symphony Orchestra and Opera Queensland
- supporting arts owned companies Major Brisbane Festival with investment of \$19.76 million over four years to 2020, and Queensland Music Festival with \$6.4 million in core funding over four years
- continuing to manage four-year funding of \$30.55 million to 39 arts and cultural organisations through the Organisations Fund 2017–2020 to deliver arts and cultural activities that generate public value to Queensland
- committing funding of \$2.16 million over four years to Opera Queensland to support the company's growth and implement the National Opera Review recommendations
- securing an uplift of \$600,000 over three years to 2019–2020 to the Queensland Maritime Museum at Brisbane's South Bank so the story of Queensland's maritime history can continue to be told
- continuing to provide transparent and independent reviews, moderations and recommendations on applications to Arts Queensland's investment programs through the peer assessment process. Over 85 peers were involved in the assessment of 461 grants during 2017-18
- continuing to realise the benefits of the Smarty Grants implementation that was undertaken in 2016-17, which captures and reports on arts investment outcomes.

We secured and managed Investment in Queensland's arts and cultural Infrastructure

to support greater access to arts and cultural experiences for communities across the state by:

- securing \$125 million for a new \$150 million 1500-1700 seat theatre at Queensland Performing Arts Centre (QPAC) which will support the growth of Queensland's arts companies, artists and arts workers and meet the growing demand for performing arts in the state. Planning for the delivery of the theatre has commenced.
- implementing the Arts Infrastructure Investment Fund (AIIF) by developing criteria and governance processes (including establishment of the AIIF Governance Group with members across government) to identify and assess priority projects. Three projects were allocated funding in 2017–18 from the \$17.5 million AIIF—Judith Wright Centre of Contemporary Arts, Centre of Contemporary Arts Cairns and Queensland Theatre for the Bille Brown Studio.
- creating the limited life Arts Infrastructure Fund—an investment of \$250,000 for small-to-medium sized organisations throughout the state to improve their facilities and encourage greater access to arts and cultural experiences within local communities. Seven organisations across the state were supported by this investment.
- providing funding of \$4.4 million in 2017-18 to transform the Sciencentre at the Queensland Museum into a cutting-edge, interactive science, technology, engineering and mathematics centre to inspire the next generation of Queenslanders
- completing a \$2.3 million refurbishment of the Cremorne Theatre at the Queensland Performing Arts Centre. This is the first major upgrade to the Cremorne Theatre since it opened in 1985 and will greatly improve audience experience.
- reopening Queensland Art Gallery (QAG) galleries 10–13 to the public in August 2017. These galleries, featuring The Australian Collection at the Queensland Art Gallery, had been used as storage since 2004–05.
- continuing to implement the essential \$28 million infrastructure upgrade program over four years across Queensland's Arts Statutory Bodies, ensuring Queensland's arts assets provide world-class experiences for visitors to Brisbane's heritage-listed Queensland Cultural Centre

- developed a best practice Conservation Management Plan to manage the Queensland Cultural Centre's heritage values, and guide future infrastructure planning. Arts Queensland established an independent expert panel to provide advice on key projects or proposed alterations that may impact on the centre's heritage significance.
- working with Queensland Ballet on the development and expansion of its current home at the state-owned Thomas Dixon Centre to support the company's growth, resulting in the Department of Housing and Public Works committing \$14 million over two years towards the planned works
- committing \$8 million over two years from the Queensland Government in the State Budget, to support a new art gallery in Rockhampton. This follows a \$2 million investment in 2017–18 towards the initial planning for the Rockhampton Art Gallery relocation. The redevelopment plan for the gallery is complete and will form part of Rockhampton Regional Council's plan for a broader arts precinct.
- investing \$15 million over two years into the Cairns Regional Council's Cairns Performing Arts Centre, which enabled the council to leverage federal investment to deliver this significant infrastructure in Cairns
- investing \$2 million over two years from the Queensland Government towards infrastructure and amenities to re-energise Woodfordia, site of the Woodford Folk Festival, with another \$1 million from Moreton Bay Regional Council and \$1 million from Woodfordia Inc.

We supported capacity-building opportunities that strengthen the arts and cultural sector by:

- working to enhance governance practices of Queensland based not-for-profit arts and cultural organisations by investing a total of \$160,000 in 16 companies (\$10,000 per company) to engage a governance provider to assist in establishing best practice governance frameworks for future growth and stability
- continuing to support the governance and compliance of arts statutory bodies and companies in the arts portfolio.

We enhanced regional connectivity by supporting Queenslanders' access to arts and cultural

experiences to build local cultural capacity, cultural innovation and community pride, in partnership with local councils and industry. We did this by:

- establishing the Regional Arts Services Network, following consultation with the sector, to build the sustainable growth and development of regional arts across the state. This represents a commitment of \$6.5 million over four years from 2017–2018 for Indigenous and regional arts initiatives, including the employment of regionally based arts officers.
- allocating \$3.15 million as part of a four-year commitment of \$12.6 million towards the Backing Indigenous Arts (BIA) initiative that includes support for:
 - » 14 Indigenous art centres
 - » Cairns Indigenous Art Fair
 - » Winds of Zenadth Cultural Festival and Laura Aboriginal Dance Festival
 - » Aboriginal Centre for the Performing Arts (ACPA)
 - » Indigenous Regional Arts Development Fund
 - » professional development opportunities for Indigenous artists, including opportunities to exhibit and tour work internationally.
- established new funding opportunities for Aboriginal and Torres Strait Islander performing arts through the \$2.1 million extension of BIA to be distributed over two years across three streams – New Commissions, Next Stage and Producer Placements
- supporting investment of \$1.9 million through the Playing Queensland Fund, which will support more than 31 regional tours, delivering more than 1024 performances, exhibitions and community engagement activities in more than 280 visits to Queensland communities
- investing in the long-running Regional Arts Development Fund (RADF), a partnership between the Queensland Government and local councils to support vibrant and diverse arts and cultural experiences across the state. In 2017–18, the Queensland Government through Arts Queensland invested \$2.08 million to the RADF partnership, leveraging around \$2 million from local councils, resulting in approximately \$4 million available to support Queensland arts and cultural projects.

Case study

Cremorne Theatre refurbishment

Following a \$2.3 million upgrade, the Queensland Performing Arts Centre's Cremorne Theatre reopened in August 2017 with a greatly improved experience for Queensland audiences, while also meeting the technical needs of one of the state's leading arts companies.

The Cremorne Theatre refurbishment comes 32 years after it was first built and, provides performers and patrons with an enhanced theatre experience. It allows more flexibility to stage an expanded range of productions such as cabaret performances and theatre-in-the-round.

The Cremorne works, undertaken over a three-month period, included a variable height and depth stage, production and architectural dimmers and lighting systems, improved acoustics and a new retractable seating system with improved sightlines to the

stage. Refurbishment works were in accordance with the Queensland Cultural Centre's heritage listing and the Conservation Management Plan.

The improvements, together with other planned work to further enhance accessibility to the theatre, will ensure it remains a well-utilised performance space for many years to come.

Arts Queensland will next oversee the construction of a new \$150 million 1500-1700-seat theatre at QPAC which will deliver significant cultural tourism benefits while also supporting the growth of Queensland's arts sector.

The new theatre means QPAC will offer five venues, further ensuring Queensland's home companies are supported by the best sized theatre and season duration, while also meeting growing audience demand for musicals and other performing arts.



The Cremorne Theatre upgrade provides an enhanced experience for performers and patrons.

Looking ahead to 2018–19

We will:

- progress the development of a 10-year Roadmap for the arts, cultural and creative sector including the development of a discussion paper and extensive consultation
- continue to invest \$12.8 million through contestable funding programs including the Organisations Fund, Queensland Arts Showcase Program and Playing Queensland Fund (QASP)
- continue to support creative development projects at the Judith Wright Centre of Contemporary Arts through the QASP Arts Ignite stream established in 2017-18
- invest \$6.95 million (of \$17.5 million over four years ending in 2020–21) through the AIIF to support priority infrastructure projects that will revitalise existing state-owned arts and cultural facilities, including:
 - » completion of refurbishment works at the Bille Brown Studio in October 2018
 - » completion of the revitalisation of the Judith Wright Centre of Contemporary Arts
 - » completion of the re-imagining of the Cairns Centre of Contemporary Arts by April 2019.
- continue to invest \$2.1 million (over two years from 2017–18) through the Backing Indigenous Arts initiative to strengthen the Indigenous performing arts sector in Far North Queensland, including developing and showcasing new work and the creation of career opportunities for Aboriginal and Torres Strait Islander artists and arts workers
- continue to invest \$6.5 million over four years from 2017-18 in the Regional Arts Services Network to build the sustainable growth and development of regional arts across the state
- invest \$5 million towards the construction of Cairns Regional Council's Cairns Performing Arts Centre and support Council in the development of a business case for a visual arts precinct in Cairns
- engage the Department of Housing and Public Works to deliver the new \$150 million 1500–1700 seat theatre at the Playhouse Green site at the Queensland Performing Arts Centre, including management of the design competition and procurement of the Managing Contractor
- commence critical infrastructure upgrade works at the Queensland Museum and install additional cooling towers within the Central Energy Plant at the Queensland Cultural Centre
- continue to work with Brisbane City Council to optimise Queensland Cultural Centre outcomes for the Brisbane City Council's Metro Project
- work with the Department of Housing and Public Works to support the investment of \$14 million over two years to towards the redevelopment of Queensland Ballet's home at the Thomas Dixon Centre.

Service Standards

Corporate Administration Agency

90%
TARGET

89%
ACTUAL

Customer satisfaction
with CAA services¹

90%
TARGET

100%
ACTUAL

Customers consider CAA services
are value for money²

75%
TARGET

67%
ACTUAL

CAA annual unit pricing does not exceed
the greater of consumer price index or
public service award increase⁴

Break even TARGET

\$44,605
ACTUAL

CAA operating surplus/(deficit)³

Notes:

1. Overall customer satisfaction is obtained through the CAA annual customer experience survey. The survey includes questions relating to accessibility, quality and timeliness of service delivery as well as overall satisfaction with CAA's services.
2. This service standard informs on the overall satisfaction on value for money derived from an annual customer experience survey undertaken by key stakeholders.
3. Results for this service standard indicate that CAA is managing its resources to provide economical pricing to customers. The 2017–18 Actual is due to CAA's increased customer base and a reduction in information technology maintenance costs as a result of moving to a CITEC managed infrastructure as a service solution.
4. This service standard reflects the extent to which CAA unit pricing does not exceed the consumer price index or public service award increase. The 2017–18 Actual is below the target due to accommodation, utilities and vendor price increases being above the consumer price index and public service award.

Corporate Administration Agency

Reporting period: 1 July 2017 to 30 June 2018

The Corporate Administration Agency (CAA) provides corporate services under service level agreements (SLAs) to Queensland public sector entities, principally statutory bodies. Services provided by CAA include human resource (HR) management and consulting, payroll and recruitment services, financial management and transactional services, and information management services, including information technology and business systems.

CAA's vision is to meet customers' corporate service requirements through the provision of services in accordance with agreed SLAs, and by easy and convenient access to business applications. CAA's key objective is to assist customers in the achievement of business goals by providing value for money and effective services.

Key priorities include continued business innovation and improvement through effective client engagement and strategic business alliances and partnerships, supported by strong governance of business operations, products and services, and development of high-performance teams.

Our operating environment

CAA operates in a dynamic and agile environment where clients can choose to purchase separate components on an annual retainer or project basis, depending on specific business needs. The business model is non-mandated and requires that CAA actively maintain high-performance standards, cost effectiveness and innovation for clients to retain ongoing business.

Machinery-of-government (MoG) arrangements may have significant and recurring impacts on the resourcing model as CAA is a self-funded organisation that operates off a fee-for-service arrangement.

Our program of work

We:

- provided services to 28 public sector clients
- implemented payroll solutions for the following new clients—Cross River Rail, Queensland Rural and Industry Development Authority, Crime and Corruption Commission and National Injury Insurance Agency Queensland
- implemented a financial solution for the National Injury Insurance Agency Queensland
- successfully migrated CAA's information technology environment to an 'infrastructure as a service' arrangement provided through a CITEC standing offer
- successfully implemented CAA Self-Service Customer Portal utilising ServiceNow's 'software as a service'
- increased the level of security against cyber-attacks through the implementation of multifactor authentication and whitelisting
- transitioned in two new IT customers—the Board of Professional Engineers and GasFields Commission Queensland
- enhanced CAA and customer mobility and workplace flexibility through widespread introduction of tablet devices and direct access connectivity
- implemented an automated accounts payable solution (Converga) for the Queensland Agriculture Training College, resulting in cost savings for the entity
- implemented a shared instance of the expense management software solution (ProMaster) for the State Library Queensland, National Injury Insurance Agency Queensland, Queensland Gallery of Modern Art, Queensland Reconstruction Authority and CAA
- implemented online access to job applications for recruitment panels.

Looking ahead to 2018–19

We will:

- provide value for money and enhanced services to customers, with a continued focus on innovation and automation of business processes, and responsible fiscal and resource management
- deliver better access to data and information for customers through improved self-service
- provide enhanced information through the implementation of data analytics and business intelligence across multiple customer data sources
- continue to increase the functional capacity of the integrated job recording and tracking system to improve customer experience and productivity of service delivery.

DES–A high-performing organisation

Our department is committed to being an innovative, collaborative and service-oriented organisation. During the reporting period, we have been working to unify the sections of the former departments of Environment and Heritage Protection; National Parks, Sport and Racing; Science, Information Technology and Innovation; and the Premier and Cabinet that have been brought together to create our department.

Each of these departments had identified an objective in their 2017–2021 strategic plans that outlined how they were striving to enhance their department and the quality of their service delivery.

For the purpose of this report, these four objectives have been blended into one—a high-performing organisation delivering value to the public through effective and efficient services—based on common themes and principles of the previous four, which were:

- provide efficient, responsive and integrated services
- a cohesive, capable and agile, customer-centric organisation delivering public value
- maintain a high-performing workforce
- improving our organisation.

Common themes from these objectives have been highlighted:

- evidence-based decisions
- culture of innovation
- effective governance
- high-performing workforce.

Our program of work

We provided targeted processes and systems through evidence-based decisions by:

- undertaking research and evaluation of people's behaviours and actions in order to efficiently and effectively use available resources and messaging
- investigating the customer use of our websites and apps to enhance their impact and provide value for our customers, who include researchers, regional natural resource management groups and land-care groups, local government and other catchment managers
- actively engaging technical, scientific and specialist support services within the department and from other departments to support the making of evidence-based decisions
- continuing to expand the department's compliance capabilities using data and technology, to monitor regulated areas and rehabilitation zones, and detect unlicensed activities. This technology provides evidence which can then be used to inform enforcement action if required.
- examining the merits of implementing varying levels of workforce flexibility and mobility through the Anytime Anywhere Pilot
- initiating the Red Tape Revolution to improve internal workflow and decision-making processes
- following a systematic approach to respond to community notifications received by the department to ensure that issues or concerns raised by the public are resolved in a timely and appropriate manner
- enhancing customer mobility and workplace flexibility through widespread introduction of iPads, tablet devices and direct access connectivity

- implementing new software solutions resulting in greater efficiencies and cost savings
- continuing to provide transparent and independent reviews, moderation and recommendations on applications to Arts Queensland's investment program through the peer assessment process
- continuing to realise the benefits of the SmartyGrants implementation that was undertaken in 2016-17, which captures and reports on arts investment outcomes.

We fostered a culture of innovation by:

- developing the iDEaS into action Innovation Framework to set the strategic direction for innovation with the department
- working with business areas across the department to provide advice on developing ideas to respond to business and customer needs
- monitoring emerging technologies and their potential application to departmental programs and projects. We adopted innovative methodologies where appropriate to address community-based social behaviours associated with littering and illegal dumping.
- engaging with experts in social marketing and behaviour change to assist in developing messaging to stakeholders, community groups and the general public
- adopting modern marketing approaches, based on current trends in electronic media, to effectively engage and communicate with Queensland communities
- partnering with the research sector to leverage techniques, skills and resources to ensure best practice science informs government policy
- making substantial progress in implementing greater automation and self-service facilities for our customers through the implementation of new software solutions and the expansion of existing client software to provide a more consistent, streamlined and user-friendly customer experience that will also deliver significant business efficiencies
- establishing a departmental Innovation Community of Practice as a forum for innovators to share their experiences and build their capacity to innovate. The forum also provided information on opportunities to engage in Advance Queensland initiatives, and built a network of skilled innovators to drive and champion cultural change within the department.
- piloting the Fireline Safety Initiative with the aim of improving situational awareness and increasing workplace safety. The initiative included the integration of light drones to standard fire ground operations, prototyping a lightweight slope tractor aimed at reducing manual handling associated with blackout operations, and developing a simple web application that provides a dashboard display of the forecast fire danger for the next seven days.
- using behavioural science to develop solutions and help understand barriers and motivations to environmental performance
- supporting staff to make the most of digital technology and reduce reliance on paper-based communication
- supporting Queensland Art Gallery and Gallery of Modern Art (QAGOMA) to develop and grow private sector partnerships with an incentive of up to \$2 million in government investment to match sponsorship funding raised by the gallery to secure blockbuster exhibitions
- managing a Sustainability Committee across the Queensland Cultural Centre and QAGOMA, Queensland Museum (QM), QPAC and State Library of Queensland (SLQ) to demonstrate leadership and best practice across this important cultural hub
- commencing the development of a Public Art Framework for Transport Infrastructure to identify opportunities within transport related infrastructure to support the growth of Queensland's arts sector and enhance the community's access to art.

We leveraged internal and external partnerships by:

- identifying key stakeholders and forming strategic partnerships in order to leverage environmental project initiatives

- continuing to support and contribute to the work of Aboriginal and Torres Strait Islander organisations to care for country and manage environmental and cultural heritage across Queensland through external partnerships
- providing support to non-government organisations and Traditional Owner corporations, and partnering with other jurisdictions, to recognise and promote cultural and natural values of Queensland's terrestrial World Heritage properties
- continuing to provide new and useful tools and information to our customers and stakeholders, only made possible through our active partnerships with universities, scientific bodies, local government and catchment groups
- planning for future science investment and showcasing the capability of Queensland science by enhancing connection, communication and engagement for individuals and institutional research with national and international businesses
- advocating for Queensland research and its commercialisation for the economic, environmental and community benefit of all Queenslanders
- delivering targeted programs and advocacy roles which promote science engagement, nationally and internationally, and deliver strategic outcomes for the state
- establishing five-year partnerships with Queensland universities to enhance collaboration between university researchers and departmental staff. These partnerships bring together expertise in environmental science and planning, with a focus on the gaps and issues identified in the Science and Research Priorities 2016–2020, and future annual updates.
- working collaboratively with the Queensland Treasury Corporation, Queensland Treasury, Department of the Premier and Cabinet, and Department of Natural Resources, Mines and Energy (DNRME) to progress whole-of-government reforms to improve environmental outcomes and minimise the State's financial exposure as a result of un-rehabilitated mine sites
- actively participating in disaster management with representatives on Local and District Disaster Management Groups (DDMG), with staff attending meetings and providing information, updates and assistance to DDMG groups
- building capacity within other Queensland government regulators and local government by hosting seminars for local members of the Australasian Environmental Law Enforcement and Regulators Network
- working with GC2018 partners to support the use of Nerang National Park for the GC2018 mountain bike competition. The \$3.2 million Nerang Mountain Bike Trails and venue were funded by the Queensland Government, the Commonwealth Government and the Gold Coast City Council. The competition track was opened for public use in February 2017.
- continuing to work with Tourism Events Queensland (TEQ) to promote nature-based tourism experiences and visitation to Queensland's parks and forests
- participating in Queensland Caravan, Camping and Touring supershows in collaboration with TEQ and other tourism bodies, attracting over 150,000 participants
- co-sponsoring the Queensland Tourism Industry Council's World Environment Day industry breakfast and the Queensland Tourism Awards, and continuing to liaise with TEQ on marketing and promotional initiatives
- commencing a program of work in collaboration with The University of Queensland and Griffith University to determine the socio-economic value of parks
- working with the CSIRO to develop a methodology for assessing regional ecosystem offsets, a project due to conclude in December 2018
- supporting arts and cultural activities that provide public value for Queensland communities and build local cultural capacity, cultural innovation and community pride, in partnership with local councils and industry.

We worked to ensure strong and effective governance and accountability frameworks by:

- operating in accordance with the department's *Corporate Governance Framework*, which outlines the governance structure of the department and its accountabilities
- undertaking a review of corporate policies, procedures, standards and guidelines from our former departments to achieve an amalgamated corporate services and ensure a consistent approach to all aspects of corporate services throughout the new department, creating clear pathways of responsibility and easily accessible reporting frameworks
- undertaking control self-assessments as a first-line system of checks and balances for business areas to safeguard against fraud and corruption
- undertaking proactive auditing of the our grants programs to ensure compliance with financial management obligations, and to ensure that we continue to deliver the programs in line with the program's objectives
- engaging the Queensland Audit Office to conduct an annual ASAE 3402 assurance controls audit of the CAA accounts payable, payroll and information technology environment
- utilising the Queensland Government's Open Data Portal to publish the outcomes of all Arts Queensland investment in contestable funding
- continuing to support the governance and compliance of Arts Statutory Bodies and companies in the arts portfolio, in addition to investing in governance support to enhance the practices of Queensland-based not-for-profit arts and cultural organisations.

We maintained a safe, responsive, ethical, inclusive and engaged workforce by:

- developing a new safety strategy for the department that focuses on a harm-free working environment
- developing and piloting an Aboriginal and Torres Strait Islander Gap Year Program aimed at recruiting young Indigenous Australians into the department on a structured 12-month

development program. The pilot was a success and rolled out across the department in early 2018 as an 18 month program.

- nominating diversity inclusion champions for the department. Each champion worked to assist in embedding inclusive practices in our workplaces (e.g. gender equity, cultural equity) to maintain a workplace that is safe and respectful for all employees.
- increasing the gender diversity in the workforce by having more women performing traditionally male-dominated roles
- supporting and raising mental health and wellbeing awareness by encouraging employees to participate in regional sessions across the state, establishing a Peer Support group as a trial to assist in reducing the stigma, promoting mental health apps such as Smiling Mind and Mental Health Checklist, and arranging for 15 employees to attend Mental Health First Aid training
- allocating funds to support employee participation in management training programs such as LEAD and People Matters
- awarding 16 rangers with a Certificate IV or Diploma in Conservation and Land Management, under the 2017-18 QPWS accredited training program for rangers
- delivering 28 enhanced fire training courses to 317 rangers since January 2018, including national incident management qualifications and QPWS-planned burning and fuel hazard courses
- developing and implementing a disaster management plan for the 2017–2018 financial year, including our commitment to the ready reserves
- undertaking incident response duties to ensure prompt action to situations that may impact on the environment. The Environmental Services and Regulation division has continued to deliver and maintain an on-call roster to service 24 hours a day, 7 days a week responses to environmental incidents and natural disasters, and will continue to ensure that appropriate resources are despatched when a response is required.
- reviewing the Queensland Culture Centre Disaster Management Plan.

Looking ahead to 2018–19

We will:

- commence a roll-out of the iDEaS *into* action Innovation Framework across the department
- provide value for money and enhanced services to customers, with a continued focus on innovation and automation of business processes, and responsible fiscal and resource management
- deliver better access to data and information for customers through improved self-service
- provide enhanced information through the implementation of data analytics and business intelligence across multiple customer data sources
- progress the recommendations of the Anytime, Anywhere Pilot Project, pertaining to ongoing workplace reform, including mobility and flexibility to increase workforce satisfaction and efficiency
- implement the recommendations from the Fireline Safety Initiative, including the use of drones and blackout tractors on the protected area estate, and the development of a fire prediction application to improve safety on the fire line
- continue to make organisational health and safety and staff welfare a priority by promoting safety leadership programs, enhancing workplace health and safety networks through workplace safety champions, and embedding a positive safety culture.

Cross-government initiatives

During the reporting period, the department collaborated on the following inter-governmental agreements and whole-of-government initiatives:

- Accelerating Advance Queensland
- Advance Queensland Sport Science Challenge
- Advance Queensland Engaging Science Grants
- Advancing Queensland Tourism – Whitsunday Islands trails
- ANZAC Legacy Gallery
- Bilateral agreement between the Commonwealth and the State of Queensland relating to environmental assessment under the *Environment Protection and Biodiversity Conservation Act 1999*
- Brisbane City Council's Metro Project
- Common Assessment Method MOU for threatened species
- *Convention on Wetlands of International Importance* (Ramsar Convention)
- Copernicus Open Access Hub
- Delegation *Historic Shipwrecks Act 1976* (Commonwealth)
- Disability Service Plan and National Arts and Disability Strategy Working Group
- Drought and Climate Adaptation Program
- East Asian – Australasian Flyway Partnership
- EcoTourism Development
- Ex-HMAS *Tobruk* – from wreck to reef
- Financial assurance and rehabilitation reforms
- GC2018 – Nerang Mountain Bike Trail project
- Great Barrier Reef Joint Field Management Program
- Great Barrier Reef Wetlands Network
- Great Keppel Island Project Control Group – GKI Rejuvenation Project
- Indigenous Land and Sea Ranger Program
- International Migratory Bird Agreements
- Implementation action regarding reducing the impact of light pollution on marine turtle conservation
- Implementation of the Koala Expert Panel's recommendations
- *Intergovernmental Agreement on a National Framework for Responding to PFAS Contamination*
- Joint Remote Sensing Research Program
- *Kokoda Track Authority Agreement*
- Management of interstate waste transport information
- Management of Queensland's World Heritage Areas
- Management and rehabilitation of the former Linc Energy site near Chinchilla
- Migratory Shorebird Conservation Action Plan Steering Committee
- Mon Repos Turtle Centre Redevelopment
- Mon Repos Technical Working Group—providing a greater level of protection for nesting sea turtles and hatchlings against the effects of urban growth
- *Mount Archer Activation Plan*
- *National Koala Recovery Plan*
- National Litter Index
- National Pollutant Inventory
- National Research Infrastructure Roadmap
- Nest to Ocean Turtle Protection Program
- *North Stradbroke Island Economic Transition Strategy*
- Queensland: Age Friendly Communities Action Plan
- Queensland Climate Change Response
- *Queensland Ecotourism Plan (2016–2020)*

- Queensland Government Principles for Research Collaboration and Engagement
- Queensland Rail Memorandum of Understanding
- Queensland Multicultural Action Plan
- Queensland Reef Water Quality Program
- Queensland Schools Heritage Strategy
- Queensland Wetlands Governance Group
- Queensland Women in STEM prize
- Reconciliation Action Plan
- *Reef 2050 Long-Term Sustainability Plan*
- Reef 2050 – mid-term review
- *Reef 2050 Water Quality Improvement Plan*
- Rockhampton Art Gallery – relocation planning
- Strategy for Marine Turtle Conservation
- STEM Cross Sector Reference Group
- Technology Commercialisation Fund
- Violence Against Women Action Plan Group
- Waste vehicle interception program
- *Wetlands in the Great Barrier Reef Catchments Management Strategy 2016–2021*
- Wetlands and Aquatic Ecosystem Sub Committee
- Women on Boards Action Plan.

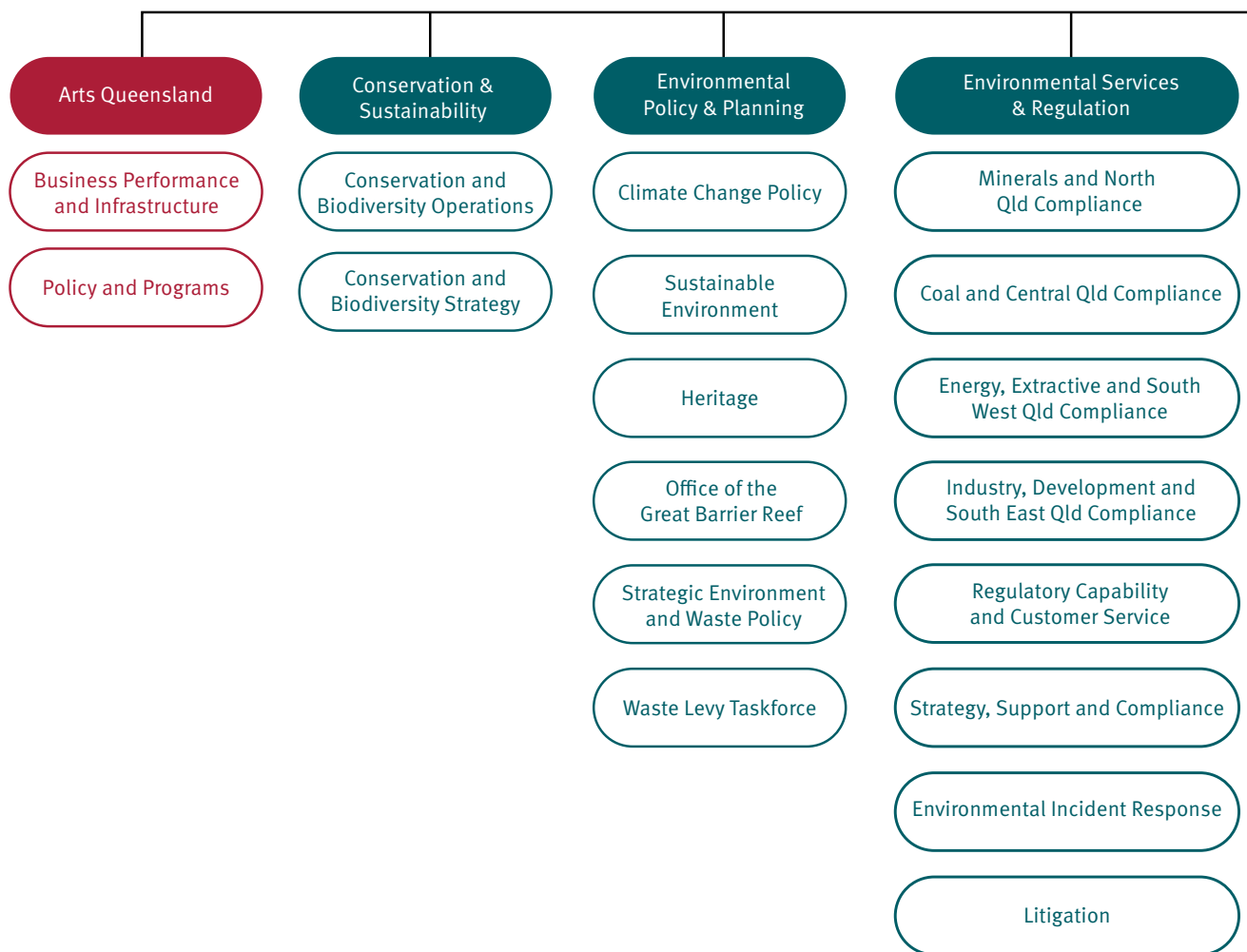
Creating a foundation for our department

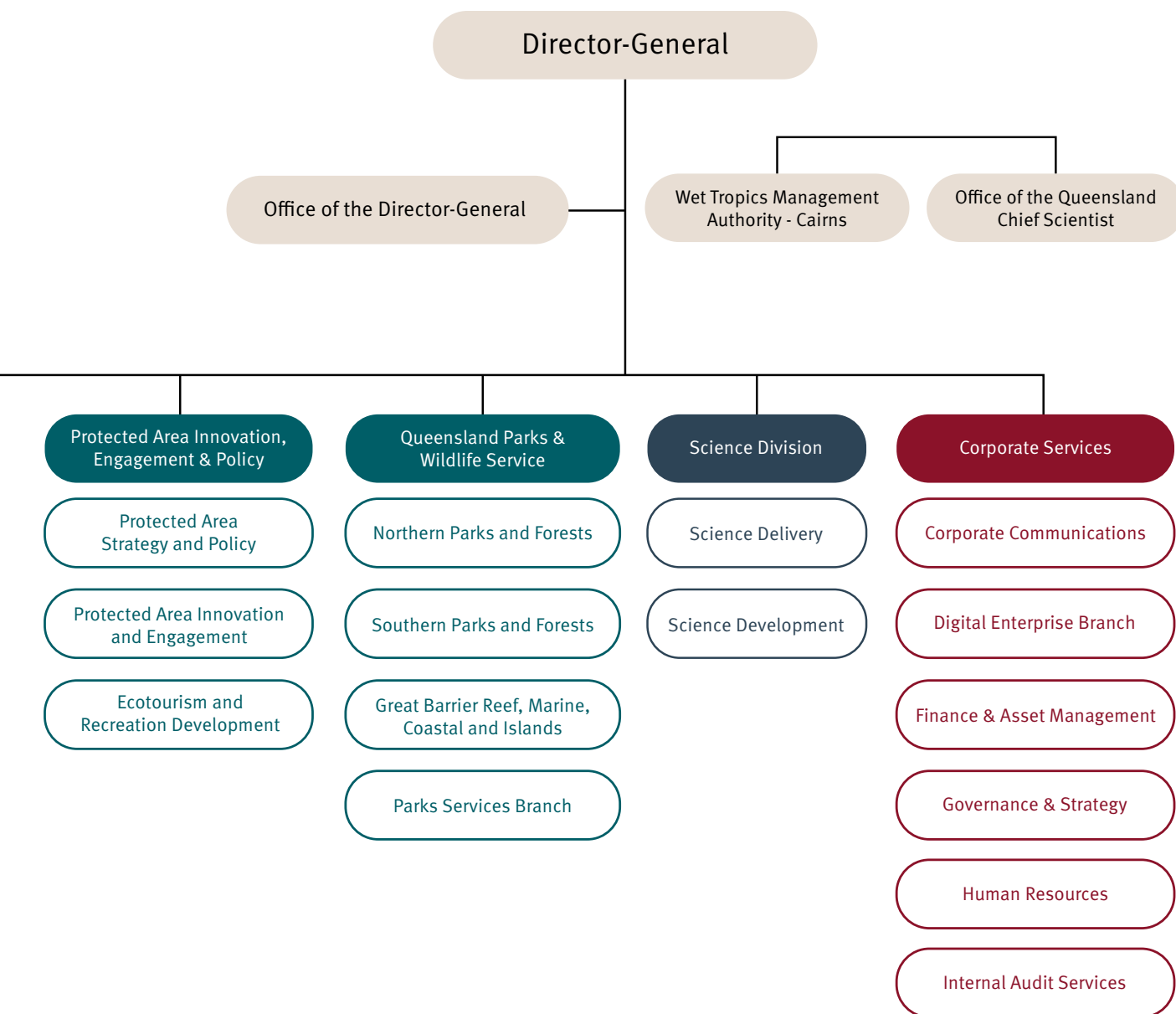
Our organisation structure

Our department was created in December 2017. It brings together core functions, focused on managing the health of our environment, managing our parks and forests, protecting our natural, cultural and

heritage values; and promoting the development of and engagement with, science, heritage and the arts.

The diagram below details our organisational structure during the period 13 December 2017 to 30 June 2018.





Corporate governance

The department has established governance arrangements to set its direction and oversee performance.

These arrangements are set out in the department's corporate governance framework, which has its foundations in the Australian National Audit Office *Public Sector Governance* guides and *Australian Standard AS 8000–2003 Good Governance Principles*. It has strong alignment with the Queensland Government Performance Management Framework and the Queensland Audit Office's *Leading Accountability – Governance*.

The department obtains information about its operational and financial performance through its performance management framework, governance structure and financial systems.

Ethics and accountability

The department is committed to ensuring that all staff are aware of the importance of ethics in achieving strong, effective governance and accountability. Ethics and accountability are integrated into a range of strategies, plans, systems, policies, procedures and ethics-focused training that promote a culture of integrity. For example:

- the Code of Conduct for the *Queensland Public Service 2011* is the standard for ethical behavioural expectations
- it is mandatory for all staff to complete the online Code of Conduct training module at induction and each year after that as a refresher
- fraud and corruption awareness training is also mandatory at induction, and a refresher must be completed regularly
- all staff are expected to make decisions ethically and impartially, and the process must be transparent and accountable
- policies and procedures are in line with the Code of Conduct ethics, principles and values, which support staff to undertake their roles in an impartial and apolitical manner
- the focus of ethical behaviour is to provide quality services in a timely, effective and ethical manner
- a dedicated Ethics intranet page, with a range of ethics resources, is available for managers and staff to use in team meeting discussions
- how to report alleged wrongdoing by employees is available to the public on the department's website, along with information on other accountability mechanisms such as right to information, complaints handling, the role of the Queensland Ombudsman, and judicial review.

In 2018–19, the department will continue to integrate ethics into policies, processes and systems to ensure it is meeting best practice standards.

Organisational performance

The department's strategic goals and performance indicators are delivered through its service areas—Environmental Protection Services; Species and Ecosystem Protection Services; Heritage Protection Services; National Parks; Science; and Arts Queensland. To support the strategic plan, divisional business plans identify service priorities each year. Quarterly performance reports enable the department to monitor its progress against its stated objectives.

Governance committees

These groups and committees are the core of the department's governance arrangements. They ensure that the department has a clear direction, operates efficiently and fulfils its legislative responsibilities. They oversee all major activities and areas of decision making:

- Executive Leadership Team
- Finance committee
- Audit and Risk committee
- Strategic HR sub-committee
- Health and Safety Strategy group
- Digital Investment sub-committee
- Policy and Legislative Strategy sub-committee
- Compliance and Regulatory Strategy group.

Executive Leadership Team

The Executive Leadership Team (ELT) ensures the effective management and administration of the department, working together to ensure optimal outcomes in line with the department's strategic priorities.

The ELT's role is to:

- ensure departmental activities align with, and achieve, government priorities and strategic objectives

- prioritise resources and capabilities to facilitate outcomes and deliver key programs and strategies
- provide strong leadership, direction and guidance to the department.

In supporting the Director-General to comply with corporate governance responsibilities, the ELT's responsibilities also include:

- providing sound decision making and leadership for the department and reinforcing key ELT messages to management teams and staff
- providing leadership and oversight of the department's strategic initiatives, policy issues and service delivery challenges, including strategic risks
- establishing strategic priorities and overseeing the development, implementation and monitoring of the department's Strategic Plan
- ensuring departmental activities, service standards and key projects align with, and focus on, strategic and operational objectives
- ensuring the effective and efficient performance of the department in achieving strategic and operational objectives
- providing oversight of the department's Corporate Governance Framework and the work of the ELT sub-committees
- setting direction for the department's safe working environment, culture and values, and exemplifying the values and behaviours expected of all employees.

Finance committee

The DES Finance committee commenced on 21 March 2018 when its terms of reference were tabled and ratified.

The committee's role is to:

- provide governance over the department's financial resources and make recommendations to the Director-General on a range of financial issues
- develop the department's financial strategies, review and coordinate the allocation of operating and capital budgets
- have the primary monitoring role over the department's performance against fiscal targets

- strive to maintain a financially astute departmental culture, fully committed to the principles of sound financial management.

The DES Finance committee met four times during the reporting period, while the former EHP Finance committee met three times prior to its dissolution. Key activities included monitoring the department's financial position and reserve balances, and advising on the 2018–19 operating and capital budget allocations.

Strategic HR sub-committee

The Strategic HR sub-committee ensures a strategic whole-of-department focus in relation to human resource management that is in alignment with the business direction of the department. The sub-committee also assists the department to discharge its duties under the *Queensland Public Service Act 2008* and other legislative requirements.

The Strategic HR sub-committee considers matters that are of significant importance to the whole department, including (but not limited to):

- the department's people direction and annual priorities
- strategic workforce planning
- organisational design and associated changes
- department-wide change management impacts
- leadership and management development
- organisational culture
- recruitment, engagement and retention strategies
- organisational capability planning and development
- performance management recognition and reward programs
- diversity, equity and inclusion initiatives—workplace health and safety and wellbeing
- employee relations
- legislation directives and policies
- internal innovation capability initiatives
- initiatives to support the development of a digitally capable workforce.

The sub-committee meets every six weeks.

Health and Safety Strategy Group

The Health and Safety Strategy Group forms part of the department's Workplace Health and Safety (WHS) governance arrangements. The group also assists the department to discharge its duties under the *Work Health and Safety Act 2011* (WHS Act). This is achieved by:

- assisting the department to meet legislative obligations in relation to health and safety
- developing and reviewing the department's Work Health and Safety Management System, which includes policies, procedures and programs, as part of a focus on continuous improvement
- promoting communication and consultation on health and safety matters between the department's management and its employees
- assisting to ensure risks to workers health and safety are managed as far as reasonably practicable
- assisting in resolving health and safety issues
- supporting the integration of the safety strategy into each division
- reviewing and endorsing WHS materials post consultation
- reviewing critical incident briefings
- reviewing and evaluating WHS system performance reporting.

The group meets bi-monthly or as otherwise determined by the Chair.

Digital Investment sub-committee

The Digital Investment sub-committee provides strategic leadership and ongoing governance of the department's portfolio of digital and ICT investments.

This is achieved by:

- ensuring appropriate controls and governance exist over programs and projects managed within the department
- managing cybersecurity risk, ensuring appropriate controls are in place in accordance with the department's risk appetite

- approving the department's digital strategies and objectives in support of the strategic plan
- assessing and determining investment priorities for departmental digital programs, projects and ICT service activities, based on alignment of value with achievement of strategic objectives
- reviewing performance of the portfolio of digital programs and projects to ensure progress is appropriate, risks and issues are identified and addressed, and benefits are identified and monitored
- endorsing and monitoring departmental policies, standards and guidelines for ICT and information management-related issues
- providing assurance that service performance standards of ICT operation are efficient, effective and economical, meeting the business requirements of the department and its divisions or units
- establishing supporting governance entities, (e.g. Digital Innovation Boards) and digital/ICT working groups as required.

The sub-committee meets bi-monthly or as otherwise determined by the Chair.

Policy and Legislative Strategy sub-committee

The Policy and Legislative Strategy sub-committee reports on government policy and legislation strategy and development, review and implementation processes, and ensures that departmental policy and legislation development is of high quality, is exemplary in government, and defensible to the community and stakeholders. This sub-committee ensures a whole-of-department approach is undertaken during policy and legislation development. The sub-committee is driving a three-year strategy for departmental policy and legislative activity, and will advocate for a departmental standard for policy and legislation.

The sub-committee meets monthly.

Compliance and Regulation Strategy group

The Compliance and Regulation Strategy group ensures a consistent and best practice approach to compliance and regulation across the department. The group provides responsive and proactive advice on innovative and evidence-based approaches to compliance. It works to identify synergies and collaborations across the department to create or enhance efficiencies and ensure consistency in the compliance and regulation space, and will use develop this knowledge to develop into a roadmap for future compliance frameworks. It will also strive to identify opportunities for digital innovation and automated approaches that will enhance efficiencies and potentially lead to a reduction in the regulatory burden for our stakeholders.

The sub-committee meets monthly.

Audit and Risk committee

The Audit and Risk Committee (ARC) was established by the Director-General, the accountable officer for the department, as required by section 35(1) of the Financial and Performance Management Standard 2009 (the Standard).

The former EHP ARC Charter 2017–18 was endorsed by the ARC Chair on 25 September 2017, and was approved by the former Director-General on 20 November 2017. Following the formation of the new department, a new DES ARC was appointed. The ARC Charter 2017–18 was approved by the Director-General on 7 March 2018, and endorsed by the ARC Chair on 22 March 2018, constituting terms of reference as required by section 35(2) of the Standard.

The role of the ARC is to provide independent assurance and assistance to the Director-General on:

- risk, control and compliance frameworks
- external accountability responsibilities as prescribed in the relevant legislation and standards
- the department's integrity framework.

The ARC is directly responsible and accountable to the Director-General. In discharging its responsibilities, the committee has the authority to:

- conduct or authorise investigations into matters within its scope of responsibility
- access information, records and personnel of the department for such purpose
- request the attendance of any employee, including executive staff, at committee meetings
- conduct meetings with the department's internal auditors and external auditors, as necessary
- seek advice from external parties, as necessary.

The former EHP ARC met three times during 2017–18, including a special meeting to review the department's annual financial statements. The DES ARC has met twice since the committee was established.

ARC membership (1 March 2018 – 30 June 2018)

The ARC comprises the following members as appointed by the Director-General. They were remunerated for their services as follows:

- Marita Corbett is the Chair of the committee and is a partner with BDO. She was appointed to the position of Chair on 1 March 2018, and her term is due to finish in March 2021. As the Chair of the committee, Marita is entitled to be paid \$3000 (GST exclusive) per meeting to prepare for and attend up to five meetings per annum. This is subject to a maximum of \$15,000 (GST exclusive) per calendar year.
- Peter Dowling is an independent external member of the committee. Peter was appointed to the committee on 1 March 2018, and his term is due to finish in March 2021. As an external member of the committee, Peter is entitled to be paid \$600 (GST exclusive) per meeting to prepare for, and attend, up to five meetings per annum. This is subject to a maximum of \$3000 (GST exclusive) per calendar year.

- Karen Prentis is an independent external member of the committee. Karen was appointed to the Committee on 1 March 2018, and her term is due to finish in March 2021. As an external member of the committee, Karen is entitled to be paid \$600 (GST exclusive) per meeting to prepare for, and attend, up to five meetings per annum. This is subject to a maximum of \$3000 (GST exclusive) per calendar year.

The board was collectively responsible for long-term performance and business success of the BCP. Its role was to provide leadership and set the strategic direction of the partnership to enable its goals and objectives to be met.

EHP ARC membership (1 July – 12 December 2017)

During the reporting period of 1 July – 12 December 2017, the former EHP ARC comprised the same members as the DES ARC. They were appointed by the former EHP Director-General, under the same remuneration conditions.

Business and corporate partnership

The Business and Corporate Partnership (BCP) delivers corporate services and business programs to support four partnering Queensland Government departments to deliver on their priorities. The focus of this model is to ensure economies of scale, service integration, consistent service delivery, scalability, flexibility and responsiveness.

The BCP operates through three corporate hubs embedded in the departments of Agriculture and Fisheries; Natural Resources, Mines and Energy; and Environment and Science. Each hub is managed by a Head of Corporate, who is responsible for delivering a set of core services (to the host agency) and a selection of cooperative services (to all four partnering agencies).

As at 30 June 2018, the BCP board comprised the Directors-General of the departments of Agriculture and Fisheries; Innovation, Tourism Industry Development and the Commonwealth Games; Natural Resources, Mines and Energy; and Environment and Science; as well the three Heads of the Corporate Hubs.

Accountability and risk management

Internal audit

Internal Audit Services (IAS) provides an independent, objective assurance function to the Director-General in discharging responsibilities under section 78 of the *Financial Accountability Act 2009*.

Its functions include:

- development of an internal audit charter
- planning the internal audit program
- reporting of internal audit issues
- managing the relationship with external audit
- supporting the Queensland Audit Office (QAO) with its annual external audit of agency financial statements.

These functions are provided to this department and three other Queensland Government departments under the BCP.

IAS operates in accordance with the Internal Audit Annual Plan, a risk-based plan endorsed by the ARC and approved by the Director-General. During 2017–18, it delivered its role and responsibilities in line with the Internal Audit Charter and conformed to the *Audit Committee Guidelines* issued by Queensland Treasury.

IAS assists the ARC to obtain independent assurance on its responsibilities including risk management, internal controls, financial statements, internal and external audit matters, improved governance and operational effectiveness and efficiency, and other audit processes. The internal audit function is independent of management and the external auditors.

In 2017–18, IAS:

- completed the following reviews in line with the former *Environment and Heritage Protection 2017–18 Strategic Internal Audit Plan* (July 2017):
 - » Appointment of CSS Conservation Officers and Delegation of Statutory Powers
 - » Warning Notices and Letters
 - » Information Protection Security Review
 - » CSS Use of Firearms—Qld Police Service
- commenced the following reviews in line with the former *Environment and Heritage Protection 2017–18 Strategic Internal Audit Plan* (July 2017):
 - » Corporate Card Expenses Review
 - » Cyber Mapping Review
- completed the following audit reports in line with the former *Department of National Parks, Sport and Racing 2017 Internal Audit Annual Plan, 1 January 2017 to 31 December 2017* after the MoG changes of 12 December 2017:
 - » QPWS Management of Marine Vessels and Fleet
 - » QPWS Management of Terrestrial Vessels.

External scrutiny

Independent scrutiny of government performance can be carried out by a number of entities, which may publish reports on the operations or performance of a department. Significant external audits and reviews undertaken during 2017–18 are detailed below:

Queensland Audit Office—Follow-up of Report 15: 2013–14 Environmental regulation of the resources and waste industries (Report 1: 2017–18) (Tabled 19 September 2017)

In 2013–14, QAO concluded that EHP was not fully effective in its supervision, monitoring and enforcement of environmental conditions. It also concluded that the department was not effectively managing financial assurance. This unnecessarily exposed the State to liability and the environment to harm. Nine recommendations were made and accepted by the department, including recommendations to improve planning and reporting on environmental compliance activities and the recovery of fees and costs, as well as how financial assurance was calculated and collected.

In the follow-up report, QAO examined the status of the nine recommendations and whether changes had addressed the issues originally raised. QAO determined that the department had gone to considerable effort and had fully implemented seven of the nine recommendations. The two recommendations not implemented had, to a large extent, been overtaken by the government's proposed changes to the financial assurance scheme. QAO noted that EHP had moved from a reactive compliance activity program to more proactively targeting high-risk sites for inspection. It determined that the department was better placed to target its strategies, operations and resources to maximise compliance and effectively detect non-compliance.

The department, DNRME and Queensland Treasury are working on a strategy to transfer all financial

assurance information and holdings for resource activities to a new scheme managed as per the requirements of the new Mineral and Energy Resources (Financial Provisioning) Bill 2018. The legislation is expected to commence during 2018–19.

Queensland Audit Office—Fraud risk management (Report 6: 2017–18) (Tabled 15 February 2018)

In 2017–18, the QAO assessed if agencies appropriately identified and assessed fraud risks, and applied appropriate risk treatments and control activities to adequately manage their exposure to fraud risks. QAO concluded that none of the agencies audited were effectively managing fraud risk, leaving themselves potentially exposed to fraud. Findings from two previous QAO reports had not been applied by the audited agencies, and gaps in governance, fraud identification, detection and prevention were still being observed. While the audit did not specifically relate to the department, QAO found issues that related to public sector agencies as a whole and made recommendations accordingly.

QAO recommended that departments:

- self-assess against better practices listed in the report to improve fraud control policies and plans and make sure accountabilities and responsibilities for fraud control are clear
- integrate fraud risk management systems and procedures within existing enterprise risk management frameworks
- monitor, through governance forums, their exposure to fraud risk and the effectiveness of their internal controls to mitigate risks.

The department plans to initiate a fraud and corruption risk assessment process in 2018–19. This will identify divisional risk profiles and the department's overall risk of fraud and corruption, and mitigate identified risks as required. The results will be reported to the ELT and ARC.

Queensland Audit Office—Confidentiality and disclosure of government contracts (Report 8: 2017–18) (Tabled 20 February 2018)

In 2017–18, QAO examined the use of confidentiality provisions in Queensland Government contracts. It also assessed whether departments met contract disclosure requirements. The Department of Environment and Science was one of five departments included in the audit scope. QAO was unable to assess the extent and appropriateness of the use of confidentiality provisions in Queensland Government contracts due to the contract registers of all audited departments lacking sufficient information.

QAO recommended that departments:

- meet all mandatory requirements set out in *Procurement Guidelines – Contract Disclosure*
- improve their contract registers or contract management systems to ensure a complete record of all awarded contracts.

The department's response to the audit report, dated 22 January 2018, indicated that, subject to the release of the updated disclosure guidelines, all mandatory requirements will be met. The department also intends to improve its contract registers or contract management systems to ensure complete records are maintained of contracts awarded. It is anticipated that implementation will occur by end 2018.

Risk management

The department continues to enhance and strengthen its risk management practices. Its risk management framework aligns with the *AS/NZS ISO 31000:2009 Risk Management Principles and Guidelines*, and includes appropriate governance arrangements, policy and procedures, and quarterly risk reporting and analysis.

Its challenges are highlighted in the strategic plan and are maintained in an enterprise risk register covering both operational and strategic risks. Risks are reviewed regularly to monitor the progress of risk treatments and the efficiency of controls.

Control self-assessments

The department uses control self-assessments as a first-line system of checks and balances for business areas to safeguard against fraud and financial misconduct. They complement the audits of high-priority systems, assets and processes undertaken by IAS or the QAO by providing less intrusive internal controls suitable for monitoring frequently used, low-risk systems, assets and processes. This contributes to the effectiveness of the department's risk management and governance processes.

Legislative Compliance Framework

The department ensures it complies with its legislative responsibilities through the application of its *Legislative Compliance Framework*. This framework identifies legislation for which the department has compliance responsibility, assigns primary responsibility for ensuring compliance with each Act, and provides a process for reporting on legislative compliance, including broad criteria to be followed if a breach of legislative responsibilities is identified.

Recordkeeping

A comprehensive Records Management Framework is in place for the department, which is compliant with the *Public Records Act 2002*, the *Public Service Act 2008* and the relevant Information Standards. The recordkeeping framework includes appraisal and disposal programs, a suite of recordkeeping policies, management of legacy paper records (both internal and off-site), digitisation disposal policies, the digital delivery of legacy records, a functional electronic document and records management system, records training and support, records appraisal of business systems, and an active program of transfers to Queensland State Archives.

The digital recordkeeping approach is addressing the key components of integrity, accessibility, security and continuity. The focus is on the development of a managed environment to support compliance and best practice recordkeeping. New tools are being introduced to support business areas in digital recordkeeping and staff are encouraged to maximise the use of digital records in business processes.

The department has a number of corporate electronic document and records management systems and over 250,000 documents were captured into the eDocs system. Records Management is continuing to appraise new business systems to provide recordkeeping requirements to be incorporated, and recordkeeping considerations continue to be addressed in the decommissioning of business systems. Work has commenced for the targeted digital capture of high-value records and the preservation of digital corporate memory.

The records of the department are covered by a number of approved retention and disposal schedules, and documented processes for records disposal are in place. Time-expired records have been identified for disposal, and 572 boxes of hard copy files have been securely disposed of. Permanent records have been identified and 17 boxes of hard copy records have been transferred to Queensland State Archives.

Information systems

The department continues to operate, maintain and develop a number of critical information systems to support its services, including:

- fire, pest and asset maintenance management systems for forest and national park estates
- the FLAME system which is the Fire management system for National Parks
- Long Paddock provides seasonal climate and pasture information to the grazing community. The site provides access to rainfall and pasture outlooks, and tools to support land management decision making and planning for land holders, educational institutions, consultants and extension officers. During the reporting period, Long Paddock was redeveloped and refreshed to make use of the cloud computing environment
- Water Tracking and Electronic Reporting System (WaTERS), which improves tracking of regulated activities by allowing approval holders to regularly submit their monitoring data electronically using a secure web portal. A range of data can be submitted, but typically data relates to water storage quality, treatment performance, release quantity and quality, or environmental condition.
- Satellite image archive, contains satellite imagery of the state that has been collected and maintained for over 20 years to create a core resource for decision makers. This primary information is used to develop further value-added information products such as land use maps, the groundcover index, and fire scar maps.
- Queensland Heritage Register, list of places that have cultural heritage significance to the people of Queensland
- Littering and Illegal Dumping Online Reporting System, a web- and mobile-enabled application that allows members of the public who have witnessed a littering incident from a vehicle or vessel, or discovered an illegal dumping incident, to report it to the department
- Connect, an online workflow solution to streamline licensing, permitting and authorities processing
- corporate systems for managing correspondence, finances and human resources
- the departmental intranet and internet, which provide information and services to employees (intranet) and external customers (internet).

People management

Workforce profile

Our department employs a diverse range of talented people who work together to see the environment, science and the arts enrich the lives of Queenslanders. We strive to create workplaces where diversity is celebrated, health and safety is important, the wellbeing of employees is our priority and career development is encouraged.

As at 30 June 2018, we employed 2,982 full-time equivalent (FTE) employees, of which 81.2% were employed on a permanent basis*.

Due to the impact of machinery-of-government changes on the department, a separation rate is not able to be calculated for the 2017–18 report.

Workforce planning

The department is committed to strategic workforce planning, and to implementing strategies to ensure it continues to attract and retain, a workforce that is inclusive, diverse, engaged, agile and high performing to meet future strategic priorities and address emerging needs to ensure our future success. To meet the challenges of the future the department is focused on a number of key areas including:

- talent acquisition
- maximising performance
- building capabilities needed for the workforce of the future
- leadership and management development
- development of a diverse and inclusive culture
- employee health and wellbeing.

**The FTE figure reflects the Minimum Obligatory Human Resource Information (MOHRI) collected and reported by the Queensland Public Service Commission as at 30 June 2018. As at the final pay period, the department recorded actual FTE staffing numbers of 2,996.*

Talent acquisition

Onboarding

All new employees undertake an induction process which is designed to:

- ensure a smooth transition into the department and the work environment
- provide information on employment conditions and entitlements
- help new starters understand the responsibilities and behaviours expected of them by the Queensland Government and the department
- provide an understanding of the function and operations of the department as well as the business group or work unit.

New employees are required to take part in a number of online courses as part of the induction process including:

- Introductory Onboarding module
- Code of Conduct (mandatory)
- Emergency Safety (mandatory)
- Workplace Health and Safety
- Fraud and Corruption Awareness (mandatory)
- Privacy Awareness
- Domestic and Family Violence Awareness.

In addition to the online training, some corporate induction sessions were held for new employees across the state. The sessions showcased the work of the department and provided an opportunity for new employees to hear from senior leaders and receive information about employee benefits, union membership, superannuation and career development.

Career pathway programs

The department supports a range of career pathway programs that are critical to ensuring the department has the right people with the right skills into the future. The department recruited eight graduates from a range of disciplines into the 2018 graduate program. The program is a structured leadership development program with exciting, challenging and rewarding opportunities.

Work placement opportunities were also provided for 12 university students as part of their degree requirements. These students came from a range of disciplines including environmental management and law. The placements provided students with opportunities to apply their knowledge and skills, gain valuable workplace experience, and highlight the challenging careers available in the department.

Case study

A step in the right direction

Creating the Aboriginal and Torres Strait Islander Gap Year Program was another important step towards building a diverse department that reflects the community we serve.

The Gap Year student program supports the ongoing career goals of Aboriginal and Torres Strait Islander high school graduates. Participants had the opportunity to participate and gain experience in a wide range of work tasks, and experience field trips with professionals in the conservation and environmental management fields.

In 2017, two participants completed the program and made valuable contributions while gaining a head start on their careers. Jeanon and Ned have both commenced university studies, and the department is currently exploring opportunities to support these participants.

We're excited to welcome another intake of four participants as we continue to support Aboriginal and Torres Strait Islander high school leavers.

"Overall the program has been nothing short of an amazing and positive experience. Working alongside colleagues who are experts in their field, learning and experiencing everyday firsthand what they do and the opportunities that come with their position in the workplace, has encouraged me to aim higher than I've ever imagined. Being fresh out of high school I had no intentions of immediately beginning university because I had no idea on what I wanted to study or what I wanted to achieve in the future, though being a part of the program has now given me a new vision to strive for."

Jeanon Maka, 2017 participant



Field trip with the DES Land and Sea Ranger Unit, travelling from Cairns to Mapoon in Queensland's Cape York Peninsula

Maximising performance

Planning for performance

All employees are encouraged to participate in performance and development processes throughout the year. Managers and their staff are strongly encouraged to have regular and meaningful conversations regarding employees' achievements and development needs.

The department has a range of tools and support mechanisms to assist managers and employees to have meaningful conversations about development. Employees are encouraged to consider a range of development options, including on-the-job training, relieving, short-term projects, coaching and mentoring, as well as participation in formal training activities.

Ethical behaviour and the Code of Conduct—it's not just about what we do, but how we do it

Ethical behaviour is essential to robust public sector integrity and accountability. The department's expectation is that all employees demonstrate high ethical standards and values in accordance with the Code of Conduct. These standards and values are underpinned by the ethics principles set out in the *Public Sector Ethics Act 1994*:

1. integrity and impartiality
2. promoting the public good
3. commitment to the system of government
4. accountability and transparency.

To ensure all employees are aware of the expected behavioural standards, all new employees are required to complete Code of Conduct training at the point of induction. Refresher training occurs at regular intervals.

In support of the Code of Conduct training and to further promote ethical workplace behaviour, face-to-face information sessions on appropriate workplace behaviour have also been delivered to employees. The sessions are designed to assist employees to identify inappropriate behaviour in

the workplace in accordance with the standards, values and principles, as well as identifying who has responsibility for addressing the behaviour and the ways in which it can be addressed.

Building capability

The department supports staff to develop the critical skills needed for their roles, and to undertake development opportunities to assist in their career development. The department coordinates and delivers a broad range of training and development opportunities for our staff. These opportunities support the 70:20:10 model of learning and development, and cover a range of technical, leadership and management development, business and interpersonal skills.

Employees also have access to a range of other opportunities including further education, conferences and seminars.

Staff have also made use of a range of on-the-job development opportunities through self-directed learning, stretch projects and higher duties arrangements.

During the reporting period, the department continued to address workforce attraction and retention through the Ranger Development Framework and the implementation of the accredited training program for rangers.

Leadership and management development

The department continues to ensure that talent is identified and succession needs are met through developing leadership and management capabilities of our employees. We do this through offering a number of leadership development programs.

The **Emerging Leaders Program** is focused on building leadership capability of our high-performing AO7–SO leaders. In 2017–18, 21 leaders participated in the program, including 360-degree capability assessments, face-to-face group workshops, individual and peer coaching, and delivering workplace projects to support their learning.

The **LEAD program** is designed for employees with or without team responsibilities to build foundational leadership knowledge and skills. The program uses a combination of face-to-face training, online learning, coaching and on-the-job activities to help employees build knowledge and skills in working with people, self-awareness and driving outcomes in the workplace.

People Matters is a two-day, hands-on development program that equips emerging leaders with foundational leadership skills to support their journeys into management. The program covers important skills such as building confidence in managing people, performance and change, and managing recruitment and selection. During the reporting period, 42 employees completed the program.

A diverse and inclusive culture

3.31%

Aboriginal people
and Torres Strait
Islander people

3.47%

People with
disability

7.03%

Non-English speaking
background

49.75%

Women in the
workforce

40.77%

Women in senior
leadership roles
(CEO, SES, SO)

We are working to create a workplace that is inclusive of difference of thought and life experience so we truly reflect the communities in which we live and serve. Developing an inclusive culture that supports diversity has been a key strategy for the department.

This strategy is supported by a range of other strategic plans including the *Cultural Capability Action Plan*, *Reconciliation Action Plan* and *Disability Service Plan*.

The department has a number of Employee Resource Groups, made up of staff who identify or have an interest in diversity, are well underway. These groups are supported by senior leaders who act as champions.

Some of the groups key achievements during the reporting period include:

- publishing a *Respectful Language Guide*
- supporting participation in NAIDOC week
- hosting regional and Brisbane-based events to increase awareness and understanding of issues impacting on employees experiencing disability
- celebrating Multicultural Month with a particular focus on the South Sea Islands
- celebrating Queensland Women's Week through shared stories and hosting an International Women's Day panel discussion on the topic #PressforProgress—a strong call to motivate and unite friends, colleagues and whole communities to think, act and be gender inclusive
- acknowledging generational diversity with a series of activities, including a survey to explore how best to engage our generationally diverse workforce, sharing information about generational experiences and the future of work, and delivering workplace activities to harness the experience of our people
- supporting employees to participate in the annual Pride March in 2017 and promoting significant dates including IDAHOBIT Day and Transgender Day of Visibility.

Women in Leadership mentoring program

During the reporting period, the department launched a new gender equity in leadership initiative—a Women in Leadership mentoring program. This program matched 20 mentoring pairs, with both men and women leaders mentoring emerging and future women leaders. This program included mentors from all levels of leadership in the department who focused on building confidence, capability and capacity in emerging leaders.

Taking a stand against domestic and family violence

Not now, not ever. We're putting an end to domestic violence.

In May 2018, our department commenced working towards achieving White Ribbon Workplace Accreditation, which focuses on preventing violence against women. The Executive Leadership Team made a pledge to stand up, speak out and act to prevent domestic and family violence, support affected employees and contribute to the elimination of violence against women.

The department recognises that domestic and family violence is a workplace issue that can impact an employee's safety, wellbeing, attendance and performance at work.

During Domestic and Family Violence Prevention Month (May 2018), the department:

- was represented at a number of community events, including the National Day to Remember Candle Lighting Ceremony at Kangaroo Point on 2 May
- fielded a corporate team at the Australian CEO Challenge Darkness to Daylight event on 23–24 May
- promoted a fundraising event to support a community organisation providing services to those who are experiencing domestic and family violence.

The department raised funds to assist in combatting domestic and family violence, namely:

- \$2832.85 for gift vouchers for two women's shelters through holding a Hi-VIS day in October 2017
- \$1720 for Australia's CEO Challenge through our participation in the 2018 Darkness to daylight Challenge.

We will continue to educate our managers, supervisors and employees on how we can support those who are affected by domestic and family violence.

Flexible working arrangements

Flexible working arrangements are a key enabler for supporting staff in the workplace. In the 2017 Working for Queensland Survey, more than half the respondents reported positively about their ability to access and use flexible work arrangements. Since then, the department has been working to implement the Public Service Commission's Flexible by Design framework.

The department undertook to simplify its flexible work policy and procedure to enable employees to easily navigate the full range of flexible work options. The range of flexible work arrangements available to staff supports a diverse workforce and enables employees to balance work and personal demands.

The department aims to achieve cultural change through a focus on challenging assumptions and myths about flexible work through education and support for managers and employees. Some of the initiatives delivered during the reporting period included:

- awareness sessions for teams and managers
- challenging senior executives to adopt flexible work in a six-week challenge
- encouraging all employees to think about working flexibly on the annual Flexible Work Day celebration
- ensuring information about flexible work is provided in job advertisements, during induction and throughout the employment cycle.

Health, safety and wellness—it's not just actions, it's an attitude!

During 2017–18, our focus on managing risks in the workplace increased. A review of the Safety Strategy was completed to align with the whole-of-government *Be healthy, be safe, be well* framework. A new safety behaviour initiative, aimed at injury prevention was launched and continues to build momentum across the department.

Key initiatives implemented during this period included:

- launching the department's safety behaviour and injury prevention initiative—the Safe 7. This evidence-based initiative comprises seven key behaviours that influence incident occurrence, severity and corrective outcomes. The Safe 7 initiative draws employees' focus to their behaviours, thoughts, beliefs and attitudes regarding their own safety and the safety of others in the workplace.
- enhancing our positive safety culture by hosting the Director-General's Safety Behaviour Awards and a Health and Wellness Expo during Work Safe Month (October 2017)
- further developing our medical injury and illness case management model to ensure all employees are supported when dealing with work or non-work related psychological or physical concerns
- strengthening the skills and capability of our safety personnel by hosting the Annual Safety Network Workshop with a focus on risk mitigation, incident investigations and recordkeeping
- continuing our Wellness program, ensuring employees have access to flu vaccinations, mental health awareness sessions, quit smoking support, nutritional information, financial fitness seminars and corporate memberships for gyms and health insurance
- offering support services to all employees and their families to support people affected by domestic and family violence and working towards White Ribbon Accreditation.

In 2018–19, we will continue to strengthen our commitment to providing a safe working environment, reducing exposure to physical and psychological risks and promoting positive safety behaviours both in the workplace and at home.

Industrial and employee relations framework

The *Industrial Relations Act 2016* (IR Act) provides a framework for cooperative industrial relations and sets out the minimum employment standards for employees. The *Public Service Act 2008* applies in conjunction with the IR Act, and prescribes arrangements and responsibilities specific to public service employees. There are also a number of associated industrial instruments which detail employee conditions:

- *Queensland Public Service Employees and Other employees Award—State 2015*
- *Parks and Wildlife Employees Award—State 2016*
- *General Employees (Queensland Government Departments) and Other Employees Award—State 2015*
- *Civil Construction, Operations and Maintenance General Award – State 2016.*

The *State Government Entities Certified Agreement 2015* is the only certified agreement that applies to employees of the department. The agreement expires on 31 August 2018, requiring a replacement agreement to be negotiated in 2018.

The department engages with employees and their representatives through the Agency Consultative Committee. The Workforce Relations and Safety Unit within Corporate Services has responsibility for overall management of industrial relations in consultation with business areas. The unit is also responsible for liaising with central agency departments, such as the Office of Industrial Relations and the Public Service Commission, in relation to whole-of-government matters, including enterprise bargaining, directives, industrial instruments and legislative changes.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid during the reporting period.

How to contact us

The department's head office is at 1 William Street, Brisbane. Other offices and service areas are in sites in the Brisbane CBD and greater Brisbane area, and in major regional centres across Queensland including Cairns, Townsville, Rockhampton, Maroochydore, Robina and Toowoomba.

Head office

1 William Street
Brisbane Qld 4000

Post

GPO Box 2454
Brisbane Qld 4001

Websites

Environment and Science

www.des.qld.gov.au

Office of the Queensland Chief Scientist

www.chiefscientist.qld.gov.au

Arts Queensland

www.arts.qld.gov.au

Email





info@des.qld.gov.au

Office locations

Our department has a network of regional offices and business centres located throughout Queensland. A full list of these locations and the services they provide can be found on the department's website.

To confirm that the services or products that you require are available from your local business centre, please telephone 13 QGOV (13 7468).

Social media

-  www.facebook.com/QLdEnvironment
-  www.twitter.com/QLdEnvironment
-  www.youtube.com/user/QLdEHP
-  www.linkedin.com/company/department-of-environment-and-science





Heritage

-  www.instagram.com/qldheritage






Great Barrier Reef

-  www.facebook.com/GBRQLD





Queensland National Parks

-  www.facebook.com/qldnationalparks
-  www.twitter.com/QLdParkAlerts
-  www.instagram.com/qldparks
-  www.youtube.com/user/qldnationalparks

Arts Queensland

-  www.facebook.com/artsqueenslandAQ
-  www.twitter.com/artsqueensland
-  www.instagram.com/artsqueensland
-  www.youtube.com/user/ArtsQueensland/videos
-  www.linkedin.com/company/arts-queensland

Science

-  www.facebook.com/qldscience
-  www.twitter.com/qldscience
-  www.instagram.com/qldscience
-  www.youtube.com/user/qldscience

Appendix 1—Legislation administered by the department

As at 30 June 2018, the department administered the following Acts:

- *Biodiscovery Act 2004*
- *Cape York Peninsula Heritage Act 2007* (except to the extent administered by the Minister for Natural Resources, Mines and Energy)
- *Coastal Protection and Management Act 1995*
- *Environmental Offsets Act 2014*
- *Environmental Protection Act 1994*
- *Fisheries Act 1994* (as it relates to fish habitat areas)
- *Forestry Act 1959* (jointly administered with the Minister for Agricultural Industry Development and Fisheries)
- *Gene Technology (Queensland) Act 2016*
- *Lake Eyre Basin Agreement Act 2001* (to the extent that it is relevant to environmental matters)
- *Libraries Act 1988*
- *Marine Parks Act 2004*
- *National Environment Protection Council (Queensland) Act 1994*
- *Nature Conservation Act 1992* (except to the extent that it is relevant to demonstrated and exhibited native animals) (jointly administered with the Minister for Agricultural Industry Development and Fisheries)
- *Newstead House Trust Act 1939*
- *North Stradbroke Island Protection and Sustainability Act 2011*

- *Queensland Art Gallery Act 1987*
- *Queensland Heritage Act 1992*
- *Queensland Museum Act 1970*
- *Queensland Performing Arts Trust Act 1977*
- *Queensland Theatre Company Act 1970*
- *Recreation Areas Management Act 2006*
- *Tweed River Entrance Sand Bypassing Project Agreement Act 1998*
- *Waste Reduction and Recycling Act 2011*
- *Water Act 2000* (Chapter 3, and to the extent relevant to Chapter 3, Chapters 5, 6 and 7; Chapter 8, Part 5, jointly administered with the Minister for Natural Resources, Mines and Energy)
- *Wet Tropics World Heritage Protection and Management Act 1993*

Legislation passed in 2017–18

- *Waste Reduction and Recycling Amendment Act 2017*

Acts repealed in 2017–18

- Nil to report

Appendix 2—Litigation 2017–18

The department seeks to ensure compliance with its environmental legislation by working with industry and individuals to promote sustainable behaviours. We have a strong record of enforcement and prosecution where there are significant breaches

of legislation. In 2017–18, the department secured a range of penalties totalling \$5,184,761.81 in fines and costs. The table below highlights significant prosecutions in 2017–18.

Matter	Date	Charge	Penalty
LIT1548	25 July 2017	One charge of carrying out an environmentally relevant activity without an environmental authority contrary to section 426 of the <i>Environmental Protection Act 1994</i> . Three charges of contravening a condition of an environmental authority under section 430 of the <i>Environmental Protection Act 1994</i> .	\$30,000 public benefit order imposed (note not included in fine total below) \$1,500 legal costs \$2,444.93 investigation costs No conviction recorded
LIT1602	9 August 2017	Two charges of contravening a condition of an environmental authority under section 430 of the <i>Environmental Protection Act 1994</i> .	\$17,500 fine \$2,000 legal costs \$3,932.50 investigation costs No conviction recorded
LIT1645	14 August 2017	One charge of contravening a condition of an environmental authority under section 430 of the <i>Environmental Protection Act 1994</i> .	\$4,000 fine \$250 legal costs \$2,500 investigation costs No conviction recorded
LIT1640	11 September 2017	Sixty-five charges of contravening a condition of an environmental authority under section 430 of the <i>Environmental Protection Act 1994</i> .	\$25,000 fine \$1,500 legal costs \$1,342.55 investigation costs Conviction recorded
LIT1620 (A)	22 September 2017	One charge of contravening a condition of an environmental authority under section 430 of the <i>Environmental Protection Act 1994</i> . One charge of failing to carry a document containing prescribed information in contravention of section 81(1) of the <i>Environmental Protection Regulation 2008</i> . One charge of failing to give to the receiver the prescribed information about waste being transported in contravention of section 81(2) of the <i>Environmental Protection Regulation 2008</i> . One charge of failing to keep prescribed information for at least five years in contravention of section 81(4) of the <i>Environmental Protection Regulation 2008</i> .	\$10,000 fine \$1,500 legal costs \$4,739 investigation costs No conviction recorded

LIT1620 (B)	22 September 2017	Four charges of failing to ensure that a company complied with obligations under the <i>Environmental Protection Act 1994</i> , in contravention of section 493 of the <i>Environmental Protection Act 1994</i> .	\$5,000 fine No conviction recorded
LIT1580	22 September 2017	Two charges of entering or using a marine park for a prohibited purpose contrary to section 109 of the Marine Parks Regulation 2006.	\$2,000 fine \$3,000 legal costs \$1,500 investigation costs No conviction recorded
LIT1603	10 October 2017	Two charges of taking a cultural or natural resource of a protected area contrary to section 62 of the <i>Nature Conservation Act 1992</i> .	\$500 good behaviour bond (note not included in total fine below) \$1,000 legal costs No conviction recorded
LIT956 (A)	10 October 2017	One charge of failing to comply with a court order made under the Environmental Protection Act 1994, under section 50 of the Magistrates Court Act 1921.	\$10,000 fine \$5,000 legal costs No conviction recorded
LIT956 (B)	10 October 2017	One charge of failing to comply with a court order made under the Environmental Protection Act 1994, under section 50 of the <i>Magistrates Court Act 1921</i> .	\$5,000 fine No conviction recorded
LIT1692	25 October 2017	One charge of bringing a vehicle into part of a marine park contrary to a regulatory notice in contravention of section 138 of the Marine Parks Regulation 2006.	\$900 fine \$250 legal costs \$746.75 investigation costs No conviction recorded
LIT1643	25 October 2017	One charge of unlawfully causing material environmental harm contrary to section 438 of the <i>Environmental Protection Act 1994</i> . Three charges of contravening a condition of an environmental authority under section 430 of the <i>Environmental Protection Act 1994</i> .	\$32,500 fine \$500 legal costs \$3,382.95 investigation costs No conviction recorded
LIT1629 (A)	16 November 2017	Two charges of carrying out an environmentally relevant activity without an environmental authority contrary to section 426 of the <i>Environmental Protection Act 1994</i> .	\$35,000 fine \$1,500 legal costs \$3,000 investigation costs Conviction recorded
LIT1629 (B)	16 November 2017	One charge of providing a false or misleading statement to an authorised person in contravention of section 481 of the <i>Environmental Protection Act 1994</i> .	\$9,000 fine No conviction recorded
LIT1619	27 November 2017	One charge of contravening a condition of an environmental authority under section 430 of the <i>Environmental Protection Act 1994</i> .	\$50,000 fine \$1,000 legal costs \$9,000 investigation costs No conviction recorded

LIT1667	15 December 2017	One charge of bringing a live animal into a protected area without the chief executive's written approval in contravention of section 124 of the Nature Conservation (Protected Areas Management) Regulation 2006.	\$500 good behaviour bond (note not included in total fine below) \$250 legal costs No conviction recorded
LIT1651	19 December 2017	Two charges of failing to notify of a relevant event in contravention of section 320D of the <i>Environmental Protection Act 1994</i> .	\$8,000 fine \$250 legal costs \$6,000 investigation costs No conviction recorded
LIT1658	11 January 2018	One charge of carrying out an environmentally relevant activity without an environmental authority contrary to section 426 of the <i>Environmental Protection Act 1994</i> .	\$5,000 fine \$250 legal costs \$10,764.60 monetary benefit order (note not included in total fine below) No conviction recorded
LIT1680	1 February 2018	One charge of taking a cultural or natural resource of a protected area contrary to section 62 of the <i>Nature Conservation Act 1992</i> .	\$2,500 fine No conviction recorded
LIT1642	12 February 2018	One charge of contravening a condition of an environmental authority under section 430 of the <i>Environmental Protection Act 1994</i> .	\$30,000 fine \$1,500 legal costs \$3,591 investigation costs No conviction recorded
LIT1664	23 February 2018	One charge of failing to comply with a notice under section 451 of the <i>Environmental Protection Act 1994</i> , in contravention of section 470 of the <i>Environmental Protection Act 1994</i> .	\$7,500 fine No conviction recorded
LIT1581	23 February 2018	One charge of carrying out an environmentally relevant activity without an environmental authority contrary to section 426 of the <i>Environmental Protection Act 1994</i> . One charge of failing to give to the receiver the prescribed information about waste being transported in contravention of section 81(2) of the <i>Environmental Protection Regulation 2008</i> .	\$36,000 fine \$4,500 legal costs \$1,241.20 investigation costs No conviction recorded
LIT1695	27 February 2018	One charge of bringing dogs into a recreation area and such dogs not being under control in contravention of section 122 of the <i>Recreation Areas Management Act 2006</i> .	\$300 fine \$250 legal costs No conviction recorded
LIT1714	6 March 2018	One charge of littering at a place in contravention of section 103 of the <i>Waste Reduction and Recycling Act 2011</i> .	\$300 fine \$250 legal costs \$684.24 investigation costs No conviction recorded

LIT1588	7 March 2018	<p>Fifteen charges of contravening a condition of an environmental authority under section 430 of the <i>Environmental Protection Act 1994</i>.</p> <p>One charge of unlawfully causing serious environmental harm contrary to section 437 of the <i>Environmental Protection Act 1994</i>.</p> <p>One charge of providing a false or misleading document to an authorised person in contravention of section 480 of the <i>Environmental Protection Act 1994</i>.</p>	<p>\$130,000 fine (\$28,319.50 public benefit order inclusive)</p> <p>\$1,500 legal costs</p> <p>\$30,623.64 investigation costs</p> <p>Conviction recorded</p>
LIT1654	7 March 2018	<p>Fourteen charges of failing to ensure that a company complied with obligations under the <i>Environmental Protection Act 1994</i>, in contravention of section 493 of the <i>Environmental Protection Act 1994</i>.</p>	<p>\$40,000 fine</p> <p>No conviction recorded</p>
LIT1746	12 March 2018	<p>One charge of taking a protected animal, without authority, in contravention of section 88(2) of the <i>Nature Conservation Act 1992</i>.</p>	<p>\$1,000 fine</p> <p>\$7,798.50 conservation value (note not included in total fine below)</p> <p>No conviction recorded</p>
LIT1747	12 March 2018	<p>One charge of taking a protected animal, without authority, in contravention of section 88(2) of the <i>Nature Conservation Act 1992</i>.</p>	<p>\$500 fine</p> <p>\$7,798.50 conservation value (note not included in total fine below)</p> <p>No conviction recorded</p>
LIT1606 & LIT1669	12 March 2018	<p>One charge of carrying out an environmentally relevant activity without an environmental authority contrary to section 426 of the <i>Environmental Protection Act 1994</i>.</p> <p>One charge of failing to comply with a clean-up notice in contravention of section 363l of the <i>Environmental Protection Act 1994</i>.</p> <p>One charge of providing a false or misleading statement to an authorised person in contravention of section 481 of the <i>Environmental Protection Act 1994</i>.</p> <p>One charge of failing to give to the receiver the prescribed information about waste being transported in contravention of section 81j(2) of the <i>Environmental Protection Regulation 2008</i>.</p>	<p>\$45,000 fine</p> <p>\$1,500 legal costs</p> <p>\$8,138.04 investigation costs</p> <p>Conviction recorded</p>
LIT1641	13 March 2018	<p>One charge of keeping a protected animal without authority in contravention of section 88(5) of the <i>Nature Conservation Act 1992</i>.</p>	<p>\$4,500 fine</p> <p>\$1,750 legal costs</p> <p>No conviction recorded</p>
LIT1682	13 March 2018	<p>One charge of entering or using a marine park for a prohibited purpose contrary to section 109 of the <i>Marine Parks Regulation 2006</i>.</p>	<p>\$7,500 fine</p> <p>\$2,250 legal costs</p> <p>Conviction recorded</p>

LIT1698	13 March 2018	One charge of entering or using a marine park for a prohibited purpose contrary to section 109 of the Marine Parks Regulation 2006.	\$5,000 fine No conviction recorded
LIT1697	19 March 2018	One charge of driving a vehicle in a recreation area in a way that would constitute an offence against the Queensland Road Rules, contrary to section 14(3) of the Recreation Areas Management Regulation 2007.	\$245 fine \$250 legal costs No conviction recorded
LIT1674	11 April 2018	One charge of taking a protected animal, without authority, in contravention of section 88(2) of the <i>Nature Conservation Act 1992</i> .	\$10,500 fine \$1,500 legal costs Conviction recorded
LIT1652	12 April 2018	One charge of unlawfully causing serious environmental harm contrary to section 437 of the <i>Environmental Protection Act 1994</i> .	\$4,500 fine \$250 legal costs No conviction recorded
LIT1723	18 April 2018	One charge of giving false or misleading information to an inspector contrary to section 89 of the <i>Nature Conservation Act 1992</i> .	\$4,000 fine \$2,000 legal costs No conviction recorded
LIT993	11 May 2018	Five charges of wilfully and unlawfully causing serious environmental harm contrary to section 437 of the <i>Environmental Protection Act 1994</i> .	\$4,500,000 fine Conviction recorded
LIT1748	18 May 2018	One charge of taking a protected animal, without authority, in contravention of section 88(2) of the <i>Nature Conservation Act 1992</i> .	\$2,000 fine \$1,500 legal costs \$7,000 conservation value (note not included in total fine below) No conviction recorded
LIT1709	24 May 2018	One charge of carrying out an activity and failing to take all reasonable and practicable measures to ensure the activity did not harm Aboriginal cultural heritage in contravention of section 23 of the <i>Aboriginal Cultural Heritage Act 2003</i> .	\$8,000 fine \$1,500 legal costs No conviction recorded
LIT1718	7 June 2018	One charge of taking a protected animal, without authority, in contravention of section 88(2) of the <i>Nature Conservation Act 1992</i> .	\$2,000 fine \$1,500 legal costs No conviction recorded
Total sum of fines ordered:			\$5,060,245.00
Total sum of costs ordered:			\$124,516.81

Glossary

Term	Definition
Advance Queensland	A suite of programs designed to create the knowledge-based jobs of the future, drive productivity improvements and help position the state as an attractive investment destination with a strong innovation and entrepreneurial culture.
70:20:10 model of learning and development	The 70:20:10 model of learning and development incorporates three types of learning: 70% from real-life and workplace experiences, 20% from relationship learning (feedback, mentoring, coaching, networks, and observing and working with role models) and 10% from formal learning and structured programs.
Aquatic Conservation Assessments	An objective spatial assessment of aquatic conservation values across the landscape. The results provide an important tool for governments, landholders and community members to make informed planning decisions about appropriate land use.
Best management practice	Methods or techniques found to be the most effective and practical means for achieving an objective while making optimal use of resources.
Biodiversity	Life in all its forms—different plants, animals and micro-organisms, the genes they contain and the ecosystems they form.
Biodiversity Planning Assessments	An objective spatial assessment of terrestrial conservation values across the landscape. The results provide an important tool for governments, landholders and community members to make informed planning decisions about appropriate land use.
Catchment	An area of land on which run-off from rainfall is collected and transferred to a waterway.
Connect	The department's online licensing system.
Crown-of-thorns starfish	A marine invertebrate that feeds on coral and is native to the coral reefs in the Indo-Pacific region. When conditions are right for the crown-of-thorns starfish to multiply, they can reach plague proportions and devastate the hard coral population on affected reefs.
CYPAL	<p>Cape York Peninsula National Park</p> <p>The <i>Nature Conservation Act 1992</i> allows for the creation of a new class of protected area called 'national park (Cape York Peninsula Aboriginal land)' (national park [CYPAL]). This allows existing and proposed national parks to become Aboriginal land and also be dedicated and managed as a national park (CYPAL). It allows for joint management of national park land by Traditional Owners (represented by a land trust) and the department.</p>

Declared fish habitat area	Areas to protect key inshore and estuarine fish habitats that are essential to sustaining fisheries. While declared fish habitat areas protect these key fish habitats from physical disturbance associated with coastal development, community access and use such as legal fishing and boating are allowed and encouraged.
Ecosystem	A community of organisms interacting with one another and their environment.
Ecotourism	Ecologically sustainable tourism with a primary focus on experiencing natural areas that foster environmental and cultural understanding, appreciation and conservation.
Environmental authority	Authorisation provided by the department which allows an environmentally relevant activity to be performed.
Financial settlement offsets	A payment for a significant residual impact on a prescribed environmental matter(s) that must be calculated in accordance with the Financial Settlement Offset Calculation Methodology, which is outlined in the Queensland Environmental Offsets Policy.
Focus for Impact program	A program designed to address some of the major scientific challenges and opportunities in Queensland through collaborative effort and targeted solutions that are scalable, provide real impact, leverage investment, and build research and development capability.
Heritage places	Places of cultural and natural significance that are protected for future generations. Heritage places include buildings, structures, cemeteries, archaeological sites, gardens, urban precincts and natural and landscape features.
Indigenous land use agreement	A formal agreement registered with the National Native Title Tribunal made with native title parties under the Commonwealth <i>Native Title Act 1993</i> .
Indigenous management agreement	An agreement that establishes how a protected area on Cape York Peninsula or on North Stradbroke Island will be jointly managed between Traditional Owners and the State of Queensland. It describes the parties' respective roles and responsibilities as well as the strategic management directions.
Laura Aboriginal Dance Festival	A biennial (alternate years) festival celebrating and showcasing the culture of the Aboriginal people of Cape York Peninsula through song, dance ceremonies and performance. The festival is held at Laura on the Cape York Peninsula.
Machinery-of-government change	An administrative change that affects the overall structure and functions of government agencies.

Management plans	Statutory documents that provide clear management direction and priority actions for QPWS-managed areas. Management plans require public consultation and, in the case of a national park (CYPAL) or an Indigenous Joint Management area, must be prepared jointly with relevant Indigenous landholders.
Marine park	Large multiple use areas that provide for the conservation of the marine environment. Through a system of zoning, marine parks provide for a range of recreational and commercial pursuits while also supporting conservation initiatives. Marine parks help protect a wide variety of habitats including mangrove wetlands, seagrass beds, mudflats, sandbanks, beaches, rocky outcrops and reefs.
National park	A large natural, or near natural areas set aside to protect large-scale ecological processes, along with the complement of species and ecosystems characteristic of the area, and which also provide a foundation for environmentally and culturally compatible spiritual, scientific, educational, recreational and visitor opportunities. The primary objective of a national park is to protect natural biodiversity along with its underlying ecological structure and supporting environmental processes, and to promote education and recreation consistent with this objective.
National Science Week	An annual celebration of science in Australia.
Nature refuge	An area of land voluntarily dedicated and protected for conservation purposes while allowing compatible and sustainable land uses to continue.
Office of the Great Barrier Reef	A business area of the department that is responsible for implementing and coordinating reef management strategies and programs including the Queensland Government's actions under the <i>Reef 2050 Long-Term Sustainability Plan</i> (Reef 2050 Plan), reef election commitments and the <i>Reef 2050 Water Quality Protection Plan</i> .
Per and polyfluoroalkyl substances (PFAS)	A chemical compound historically used as a fire-fighting foam.
Protected area	Land and sea areas dedicated as protected areas under the <i>Nature Conservation Act 1992</i> , state and Commonwealth marine parks acts, and the <i>Fisheries Act 1994</i> .
Queensland Heritage Register	A list of places of cultural heritage significance to Queensland.
Queensland Intertidal and Subtidal Ecosystem Classification Scheme	A scheme that provides a structured framework to describe, identify and map ecosystem types (typology) and their biophysical attributes. This provides a common understanding and language to improve communication and management outcomes.
QuEST policy	A policy framework for ecotourism operators who access high-visitation national parks. QuEST provides business certainty, best practice standards, support for authorised operators, opportunities for growth and streamlined administration.

RAMSAR Convention	The International Convention on Wetlands, the intergovernmental treaty that provides the framework for the conservation and wise use of wetlands and their resources. The convention was adopted in the Iranian city of Ramsar in 1971 and came into force in 1975.
Senior executive service	An employee on a fixed term contract between the employee and the Director-General for up to five years. Their employment conditions are defined by a directive of the Public Service Commission.
Stakeholders	Individuals, groups or organisations with specific interest in or influence on the work of the department.
STEM education	An approach to learning and development that integrates the areas of science, technology, engineering and mathematics.
Sustainable development	Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
Traditional Owners	Aboriginal and Torres Strait Islander people with a particular connection and relationship to land or water, and who have cultural and traditional obligations and custodial responsibility.
Wetlands	Areas of permanent or periodic/intermittent inundation, whether natural or artificial, with water that is static or flowing, fresh, brackish or salt, including areas of marine water the depth of which at low tide does not exceed six metres.
Winds of Zenadth Cultural Festival	A festival that showcases the rich Torres Strait diversity of culture. The festival is held on Thursday Island and supports the practice, preservation, maintenance and revitalisation of traditional dance, song, art and ceremony.
World Heritage Area	These areas are examples of the world's most outstanding natural or cultural heritage that it is agreed should be protected for all humanity. They are identified and listed under an international treaty administered by the United Nations Educational, Scientific and Cultural Organisation.

Acronyms

Acronym	Explanation
ACPA	Aboriginal Centre for the Performing Arts
AIIF	Arts Infrastructure Investment Fund
ARC	Audit and Risk Committee
BCP	Business and Corporate Partnership
BIA	Backing Indigenous Arts initiative
BMP	Best management practice
CAA	Corporate Administration Agency
CPP	Commercialisation Partnership Program
CYPAL	Cape York Peninsula Aboriginal land
DES	Department of Environment and Science
DDMG	District Disaster Management Groups
DNRME	Department of Natural Resources, Mines and Energy
DPC	Department of the Premier and Cabinet
DSITI	Department of Science, Information Technology and Innovation
EA	Environmental authority
EHP	Department of Environment and Heritage Protection
ELT	Executive Leadership Team
EO framework	Environmental offsets framework
FA	Financial Assurance
FAIR	Financial Assurance Information Registry
FTE	Full time equivalent
GC2018	Gold Coast 2018 Commonwealth Games
HR	Human resources
HWMP	Healthy Waters Management Plans
IAS	Internal Audit Service
IDAHOBIT	International Day Against Homophobia, Biphobia, Intersexism and Transphobia
KOALA	Knowing Our Ambient Local Air-quality
KPI	Key performance indicator
KTA	Kokoda Track Authority
MoG	Machinery-of-government

MOU	Memorandum of Understanding
NAIDOC	National Aborigines and Islanders Day Observance Committee
NPSR	Department of National Parks Sport and Racing
NRM bodies	Natural resource management bodies
PFAS	per- and poly-fluoroalkyl substances
PLSSC	Policy and Legislative Strategy sub-committee
QAG	Queensland Art Gallery
QAGOMA	Queensland Art Gallery and Gallery of Modern Art
QAO	Queensland Audit Office
QASP	Queensland Arts Showcase Program
QHC	Queensland Heritage Council
QM	Queensland Museum
QMF	Queensland Music Festival
QPAC	Queensland Performing Arts Centre
QPWS	Queensland Parks and Wildlife Services
QR	Queensland Rail
QuEST	Queensland Eco and Sustainable Tourism
QUT	Queensland University of Technology
RADF	Regional Arts Development Fund
R&D	Research and development
SARA	State Assessment and Referral Agency
SLA	Service level agreement
SLATS	State-wide Land Cover and Tree Study
SLQ	State Library of Queensland
SoE	State of the Environment
STEM	Science, technology, engineering and mathematics
TEQ	Tourism Events Queensland
TMR	Department of Transport and Main Roads
WHS	Workplace Health and Safety
W-o-G	Whole-of-Government

Compliance Checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	Page 2
Accessibility	Table of contents	ARRs – section 9.1	Page 1
	Glossary		Page 126 - 129
	Public availability	ARRs – section 9.2	Inside front cover
	Interpreter service statement	Queensland Government Language Services Policy ARRs – section 9.3	Inside front cover
	Copyright notice	Copyright Act 1968 ARRs – section 9.4	Inside front cover
	Information Licensing	QGEA – Information Licensing ARRs – section 9.5	Inside front cover
General information	Introductory Information	ARRs – section 10.1	Page 6
	Agency role and main functions	ARRs – section 10.2	Page 6 Page 22 – 93
	Machinery of Government changes	ARRs – section 31 and 32	Page 7
	Operating environment	ARRs – section 10.3	Page 9

Non-financial performance	Government's objectives for the community	ARRs – section 11.1	Pages 14 – 15
	Other whole-of-government plans / specific initiatives	ARRs – section 11.2	Pages 92 – 93
	Agency objectives and performance indicators	ARRs – section 11.3	Page 8 Pages 22 – 93
	Agency service areas and service standards	ARRs – section 11.4	Pages 22 – 93
Financial performance	Summary of financial performance	ARRs – section 12.1	Pages 17 – 21
Governance – management and structure	Organisational structure	ARRs – section 13.1	Page 97
	Executive management	ARRs – section 13.2	Pages 10 – 12
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	www.des.qld.gov.au
	<i>Public Sector Ethics Act 1994</i>	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	Page 112
	Queensland public service values	ARRs – section 13.5	Page 15
	Risk management	ARRs – section 14.1	Page 106
Governance – risk management and accountability	Audit committee	ARRs – section 14.2	Page 102 – 103
	Internal audit	ARRs – section 14.3	Page 104
	External scrutiny	ARRs – section 14.4	Pages 105 – 106
	Information systems and recordkeeping	ARRs – section 14.5	Page 106 – 107

Summary of requirement		Basis for requirement	Annual report reference
Governance – human resources	Strategic workforce planning and performance	ARRs – section 15.1	Page 108
	Early retirement, redundancy and retrenchment	Directive No.11/12 <i>Early Retirement, Redundancy and Retrenchment</i>	Page 115
		Directive No.16/16 <i>Early Retirement, Redundancy and Retrenchment</i> (from 20 May 2016)	
		ARRs – section 15.2	
Open Data	Statement advising publication of information	ARRs – section 16	Page 4
	Consultancies	ARRs – section 33.1	https://data.qld.gov.au
	Overseas travel	ARRs – section 33.2	https://data.qld.gov.au
	Queensland Language Services Policy	ARRs – section 33.3	https://data.qld.gov.au
Financial statements	Certification of financial statements	FAA – section 62	Provided electronically
		FPMS – sections 42, 43 and 50	
		ARRs – section 17.1	
	Independent Auditor's Report	FAA – section 62	Provided electronically
		FPMS – section 50	
		ARRs – section 17.2	
FAA	Financial Accountability Act 2009		
FPMS	Financial and Performance Management Standard 2009		
ARRs	Annual report requirements for Queensland Government agencies		

Financial statements

The 2017–2018 financial statements are provided electronically.

