

# 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 days<sup>1</sup>

70%  
TARGET

76%  
ACTUAL



Percentage of sites that show a reduction in overall risk to the environment as a result of site inspections<sup>2</sup>

\$2,250  
TARGET

\$1,984  
ACTUAL



Average cost per environmental public report resolution as a consequence of effective prioritisation of reports<sup>3</sup>

## 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 obligations<sup>4</sup>

\$3,500  
TARGET

\$4,171  
ACTUAL

Average cost per formal investigation into serious non-compliance<sup>5</sup>

## Litigation

85%  
TARGET

95%  
ACTUAL



Percentage of matters finalised with a finding of guilt or a successful application<sup>8</sup>

## 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 inspected<sup>6</sup>

\$8,500  
TARGET

\$5,427  
ACTUAL

Average cost per permit/licence assessed<sup>7</sup>

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 laid<sup>9</sup>

# 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 QCoast<sub>2100</sub> 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

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## 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 protected<sup>1</sup>

95%  
TARGET

100%  
ACTUAL

Percentage of threatened species, targeted under recovery plans, which maintain or improve their classification<sup>2</sup>

<\$4  
TARGET

\$1  
ACTUAL

Cost per session for the Queensland wetland information system (WetlandInfo)<sup>3</sup>

### Controlling and/or allowing the use of native species

75%  
TARGET

98%  
ACTUAL

Percentage of declared crocodiles of concern removed within 3 months of declaration<sup>4</sup>

<\$100  
TARGET

\$98  
ACTUAL

Average cost of wildlife permit or licence issued<sup>5</sup>

#### 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 Council<sup>1</sup>

\$235  
TARGET

\$181  
ACTUAL



Average cost per Heritage Register entry reviewed and updated<sup>2</sup>

#### 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.

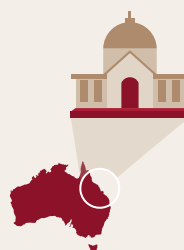
Protecting, conserving and promoting heritage places and their stories plays an important role in creating community identity, sustaining local economies and contributing to Queensland's cultural heritage tourism industry.

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 property<sup>1</sup>

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 biodiversity<sup>2</sup>

1,400,000 TARGET

1,367,310  
ACTUAL



Number of overnight camper stays hosted on national parks and forests<sup>3</sup>

#### 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.
- 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
  - 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
  - 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)<sup>1</sup>

≤ 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 priorities<sup>2</sup>

≤ 25%  
TARGET

25%  
ACTUAL

Co-investment as a percentage of the Science Delivery budget<sup>3</sup>

#### 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 delivery<sup>1</sup>

75%  
TARGET

75%  
ACTUAL



Funding provided to arts and cultural sector as a proportion of arts operating budget<sup>2</sup>

### Facilities management

5,834,000 TARGET  
visitors

7,143,907  
actual visitors

Utilisation of state-owned arts and cultural facilities<sup>3</sup>

17%  
TARGET

15%  
ACTUAL

Non-government revenue as a percentage of total revenue<sup>4</sup>

#### 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 services<sup>1</sup>

90%  
TARGET

100%  
ACTUAL

Customers consider CAA services  
are value for money<sup>2</sup>

75%  
TARGET

67%  
ACTUAL

CAA annual unit pricing does not exceed  
the greater of consumer price index or  
public service award increase<sup>4</sup>

Break even  
TARGET

\$44,605  
ACTUAL

CAA operating surplus/(deficit)<sup>3</sup>

#### 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.