

2018–2019
ANNUAL
REPORT

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September 2019

About our annual report

The Department of Environment and Science Annual Report 2018–19 is an integral part of our corporate governance framework and a key tool in ensuring we are accountable to our partners, the community, stakeholders and the Queensland Parliament about our activities. It highlights the work, achievements, activities and strategic initiatives of our department, and satisfies the requirements of Queensland's *Financial Accountability Act 2009*.

This report details our achievements, performance and financial position for the 2018–19 financial year. It aligns with the *DES Strategic Plan 2018–22*, *2018–19 Service delivery statements* and the Queensland Government's objectives for the community.

Other reporting

Other reports published by our department on an annual basis are now tabled separately and can be found on our website www.des.qld.gov.au

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

Additional published information

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

- consultancies
- overseas travel
- Queensland language services policy.

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

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20 September 2019

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

Dear Minister

I am pleased to submit for presentation to the Queensland Parliament, the Annual Report 2018–19 and financial statements for the Department of Environment and Science.

I certify that this Annual Report complies with:

- prescribed requirements of the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2019, and
- detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found at pages 83-84 of this Report.

Yours sincerely

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

Jamie Merrick
Director-General

Message from the Director-General

It is with pleasure that I present the first full-year Annual Report for the Department of Environment and Science (DES).

Throughout 2018–19, the department worked to enrich Queenslanders' lives now and into the future by leading efforts to achieve a better Queensland through healthy natural environments, science and innovation, and vibrant cultures and the arts.

The past year has been one of significant change and significant achievements for the department.

On 1 February 2019, the department's new organisational arrangements were put in place, better positioning DES to deliver to the community, its stakeholders and the government.

During the year, the department also achieved accreditation as a White Ribbon Workplace, recognition of our commitment to preventing domestic and family violence by promoting a respectful, safe and inclusive workplace culture.

While our work program is complex and diverse, at the heart of everything we do is an unwavering commitment to make a difference with and for the people of Queensland.

By developing and strengthening partnerships, particularly with First Nations peoples; using technology to transform the way we do business; and being responsive to the needs of the community we are catalysts for change.

In 2018–19, with our partners, we progressed a number of major initiatives including:

- Advance Queensland Research Infrastructure Co-investment Fund
- ban on use of PFAS in firefighting foam
- Climate Week QLD
- container refund scheme
- Odour Abatement Taskforce in Ipswich
- Regional Arts Services Network
- single-use lightweight plastic bag ban
- special wildlife reserves
- Queensland Citizen Science Strategy
- introduction of the waste levy and supporting programs.

Our staff's genuine commitment to service the people of Queensland included:

- conservation and management of 13 million hectares of protected areas and forests, including five world heritage areas, plus the Great Barrier Reef and other marine parks
- tirelessly working to help save lives, protect property and prevent or respond to environmental harm during natural disasters
- responding to environmental incidents and ensuring environmental compliance.

During 2018–19 we also focussed on developing and enhancing partnerships to help manage our protected areas including:

- dingo and land management on K'gari (Fraser Island) with the Butchulla Aboriginal Corporation
- joint management of Cape York Peninsula Aboriginal Land with 16 Aboriginal landholding entities
- joint management of the Great Barrier Reef Marine Park with the Great Barrier Reef Marine Park Authority
- joint management of Minjerribah (North Stradbroke Island) with the Quandamooka Yoolooburrabee Aboriginal Corporation.

As we look toward an equally significant program of work in the coming year, I would like to express my thanks to all our employees across the State. Their ongoing commitment and dedication in delivering programs and services contributes to a better future for Queenslanders.



Jamie Merrick
Director-General

Who we are

Our purpose

The vision of the Department of Environment and Science (DES) is for the environment, science and the arts to enrich Queenslanders' lives now and into the future.

We work with First Nations peoples, communities, stakeholders and government to achieve a better environmental, economic and social future for Queensland. We do this by:

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

DES contributes to Queensland's economic prosperity by enabling ecologically sustainable development, supporting the science and arts sectors, and promoting nature-based tourism. We enrich Queensland's community life by supporting vibrant cultural experiences, protecting significant heritage places and providing opportunities to connect with our stunning natural environments.

Our operating environment

The department operates in a context of pressing environmental issues, such as the importance of securing Queensland's future by mitigating and adapting to climate change, and protecting the Great Barrier Reef. Issues like these present both challenges and opportunities.

Challenges that affect our operations include:

- balancing environmental protection with economic development
- balancing a future focus against current demands
- the need to anticipate, and respond to, emerging trends and issues
- adapting our workforce and services to respond to technological transformations
- remaining responsive to government and community expectations.

These challenges present us with opportunities to:

- provide stewardship of the environment, science and the arts for future generations
- transform our customer experience and the way we do business with new digital technologies
- collaborate beyond traditional boundaries to deliver best practice services and solutions to complex problems.

Our services

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

Environmental protection services

We work to avoid, minimise or mitigate negative impacts on the environment with policies, standards and regulations that guide the operation of businesses, individuals and governments.

Species and ecosystem protection services

We preserve the diversity and integrity of Queensland's natural ecosystems, maintain or enhance the conservation status of native species, control the use of native species, and minimise negative interactions between humans and wildlife.

Heritage protection services

We protect the state's historical cultural heritage and promote it for present and future generations, in line with the Queensland Heritage Strategy: protecting, investing in and connecting Queensland's story.

National parks

We manage our parks and forests to sustain natural and cultural values, build environmental resilience for healthier species and ecosystems, and support nature-based recreation for all Queenslanders. We also deliver joint field management of the Great Barrier Reef in partnership with the Australian Government.

Science

We support science and research in Queensland and provide scientific information and advice to support government priorities. We work closely with the Queensland Chief Scientist to inform Queensland's science strategy and promote science in the state including science, technology, engineering and mathematics (STEM) education.

Arts Queensland

We support a vibrant and sustainable arts and cultural sector in Queensland. We manage investments in individual artists and arts and cultural organisations, provide public spaces for arts production and engagement, maintain Queensland's premier cultural assets, and provide policy advice to the Queensland Government on arts and culture.

What we do – a snapshot



13
MILLION
HECTARES

We are the custodian or joint manager of approximately 13 million hectares of protected areas and forests, in partnership with First Nations peoples, and collaboration with local government, industry groups, research bodies and local communities.

4.45
MILLION
HECTARES



We support the protection of over 4.45 million hectares of nature refuges and manage 12,000 square kilometres of declared fish habitat areas.



356km²

GREAT BARRIER
REEF & STATE
MARINE PARKS



We manage 356,000 square kilometres of Great Barrier Reef and state marine parks with the Australian Government and monitor water quality across 20 key catchments to inform the health of the Reef.



We support 51.3 million domestic and 8 million international visits to marine parks, national parks and forests each year, including 1.3 million guests in overnight camper stays.

955 SPECIES OF
ANIMALS
AND PLANTS

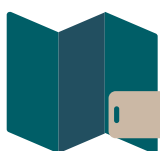
LISTED AS THREATENED IN QUEENSLAND

We are responsible for managing species listed under the *Nature Conservation Act 1992* and undertaking effective regulation under the Act's subordinate legislation, with 955 species of animals and plants listed as threatened (extinct in the wild, endangered or vulnerable) in Queensland.

17,500 sites



We monitor legislative and regulatory compliance relating to the impact of licenced activity on the environment, regulating over 17,500 sites under environmental authorities.



169,000
DOWNLOADED
MAPS

We provide comprehensive digital maps and information systems to Queensland businesses, industry and individuals, with more than 169,000 maps downloaded in 2018.

870,000
PLANT SPECIMENS

160
YEARS
OF SPECIES
DISCOVERY



We help to manage the state's biodiversity, with information on more than 870,000 plant specimens, representing 160 years of species discovery, collected and curated by the Queensland Herbarium.

6,500,000 visits
TO STATE-OWNED ARTS
AND CULTURAL FACILITIES

We support more than 6.5 million visits to our state-owned arts and cultural facilities each year.

1,770 PLACES

We administer information on the cultural heritage significance of the 1,770 places on the Queensland Heritage Register.

Our leaders



Jamie Merrick

Director-General

Jamie leads the implementation of the government's sustainability agenda relating to Queensland's environment, national parks and heritage. He also ensures the delivery of robust scientific services and a vibrant and sustainable arts sector in Queensland. Under the *Financial Accountability Act 2009*, the Director-General is accountable to the Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts for the efficient, effective and financially responsible performance of DES.



Kirsten Herring

Deputy Director-General, Arts and Heritage

Kirsten oversees the department's investment and policy activities in the arts and preservation of the state's heritage assets. This includes the Queensland Government's investment in the Queensland Cultural Centre and funding of major arts companies. Kirsten provides corporate governance support to the state's arts statutory bodies, government-owned companies and the Queensland Heritage Council. She also manages arts and heritage investment funding programs.



Tony Roberts

Deputy Director-General, Environmental Policy and Programs

Tony is responsible for developing and coordinating policy, strategy and legislation relating to the environment and conservation. He oversees the delivery of strategic programs, such as the Advancing Queensland Priority – Protect the Great Barrier Reef by reducing Queensland's contribution to climate change and improving water quality. He also leads policy and on-ground programs on waste avoidance and resource recovery, climate change transition and adaptation, improved water quality, offsets fund management, mine rehabilitation, Land Restoration Fund operations, koala preservation and State of Environment reporting.



Rob Lawrence

Deputy Director-General, Environmental Services and Regulation

Rob leads the department's environmental regulatory program, ensuring it is targeted, consistent and transparent. He ensures that frameworks and services are in place to support sustainable development and strong environmental performance. Rob is also responsible for managing environmental risks through a proactive compliance and enforcement program. This includes 24/7 issues reporting and incident response, and strong litigation capabilities to respond to serious breaches. Rob was appointed to the role in May 2019. Prior to this, the role was filled by Dean Ellwood.



Dean Ellwood

Project Executive Regulatory Reform, Office of the Director-General

Dean is leading a review of the Department's regulatory capacity and performance to ensure Queensland's environmental framework is consistent with regulatory best practice. Dean was appointed to this role in May 2019.



Paul Bertsch

Interim Queensland Chief Scientist

Paul is responsible for providing leadership in science policy development and implementation and provides high-level, strategic advice to the Queensland Government on the role of science, research and innovation in meeting the state's economic challenges. The Queensland Chief Scientist is a whole-of-government position that also provides advice on maximising opportunities from the government's investment in research and development. As the Chief Scientist role is part-time, Paul also maintains his role as Deputy Director, Science of the Land and Water Business Unit, CSIRO. Paul was appointed as Interim Queensland Chief Scientist in February 2019.



Ben Klaassen

Deputy Director-General, Queensland Parks and Wildlife Service and Partnerships

Ben leads the management of Queensland's parks and forests, including partnerships with First Nations peoples to protect cultural values, support sustainable use and provide eco-tourism opportunities. He is also responsible for protecting threatened species, managing the interaction between people and protected species, overseeing World Heritage management of selected sites, and leading the Queensland Indigenous Land and Sea Ranger program. Ben also delivers the Great Barrier Reef Joint Field Management Program, in partnership with the Australian Government.



Mark Jacobs

Deputy Director-General, Science and Technology

Mark leads the provision of scientific and technical advice and services to government agencies on environmental, natural resource and climate matters. This advice underpins agency decision-making and legislative responsibilities. He provides oversight of the department's digital capability and ensures digital insights are harnessed to improve organisational performance. Mark is responsible for managing investment in science sector development, which is delivered in close collaboration with the Queensland Chief Scientist.

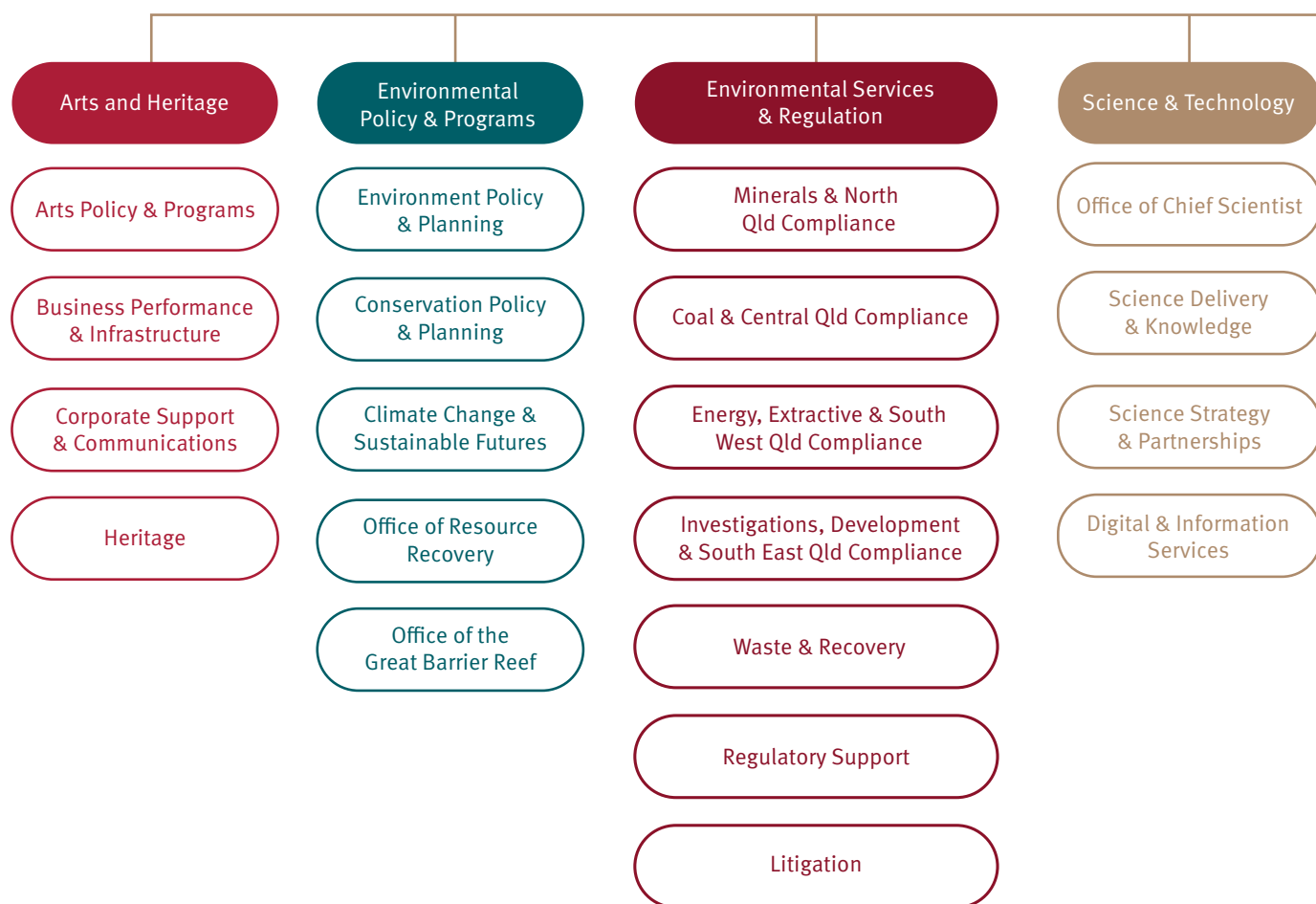


Susan Chrisp

Deputy Director-General, Corporate Services

Susan is responsible for developing and implementing corporate capability and governance frameworks that enable the department to meet its strategic objectives. Her role includes developing and implementing best practice policies, programs and systems to enable effective and efficient management of the department's financial, human, information and physical resources. Susan was appointed to the role in May 2019. Prior to this, the role was filled by Rob Lawrence.

Our structure

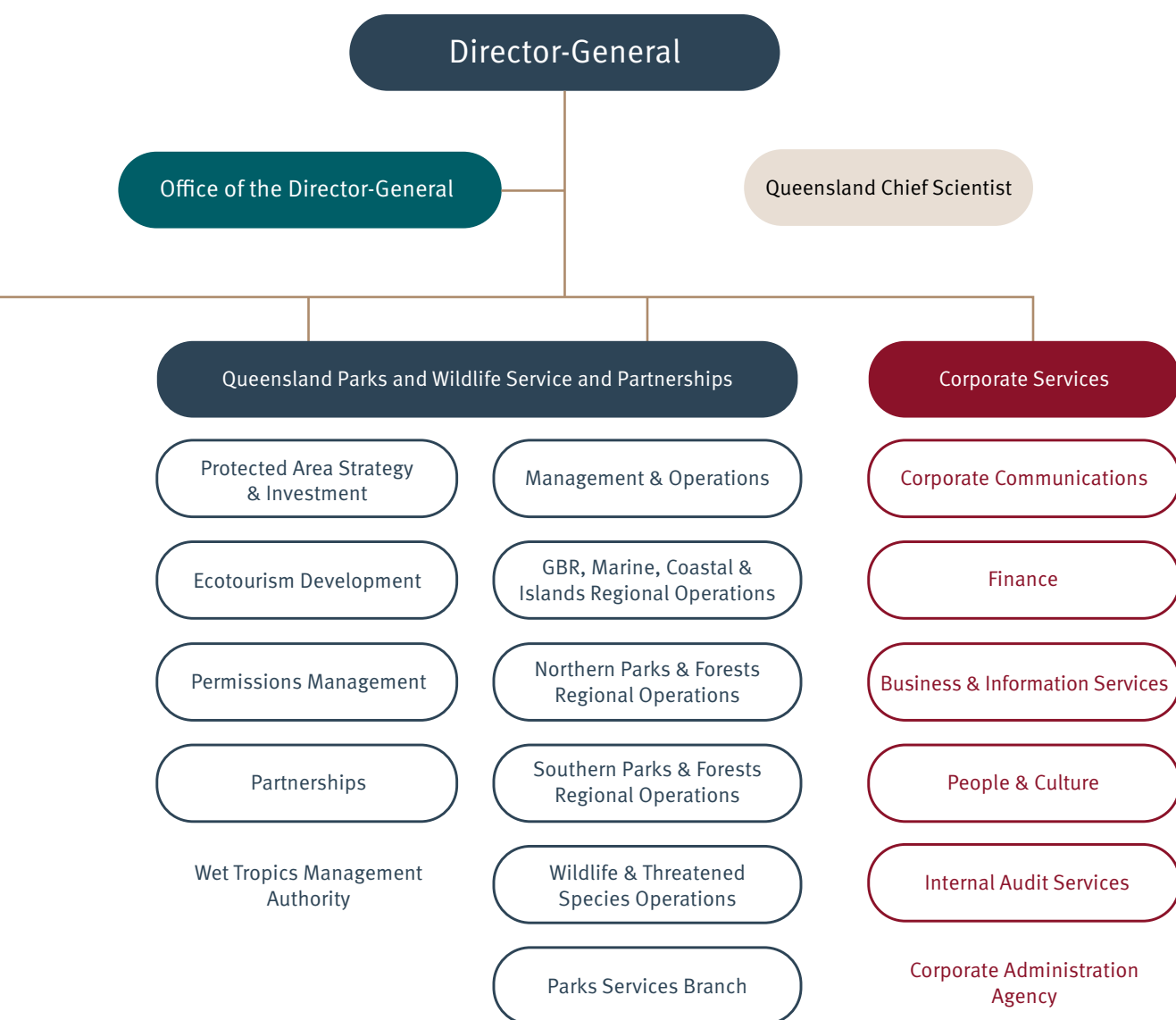


Designing DES

The Designing DES organisational change process began in 2018 and was primarily focused on reviewing the structure of DES following its creation from multiple agencies in 2017. The intent was to create a unified and high-performing organisation, better equipped to meet government priorities and deliver vital services and outcomes for the Queensland community into the future. Six key elements were identified for a successful organisational design—strategy, culture, structure, operating model, digital and people. Designing DES

initially concentrated on structure, with a view to reducing duplication, consolidating systems and processes, and building a foundation for a rewarding culture.

From the outset, Designing DES ensured that meaningful opportunities for staff involvement were provided throughout the process. Feedback and engagement opportunities included focus groups, regional visits, a state-wide staff information session, individual and group meetings with the Director-General, email submissions, an intranet page and an anonymous online survey. Unions were also actively engaged for their advice and suggestions.



Staff input contributed greatly to the final structure. It has better positioned DES to deliver on its commitments by aligning complementary functions (including arts and heritage), harnessing the latest science and placing an increased focus on developing and strengthening the department's partnerships with First Nations peoples, particularly on protected area initiatives.

The work of Designing DES will continue through programs that enhance organisational culture and capability, executive talent acquisition and employer branding.

Our values

The department's work is underpinned by government-wide values:



Customers first

- Know your customer
- Deliver what matters
- Make decisions with empathy



Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

Our government champion role

The Queensland Government is committed to delivering effective and integrated services for First Nations peoples across the state. The Government Champion program partners government ministers and departmental chief executives with individual communities. Our Director-General is the champion for the Wujal Wujal community on Cape York Peninsula.

Over 2018–19, the program delivered a number of initiatives to improve services and outcomes in close partnership with the Wujal Wujal Aboriginal Shire Council, Traditional Owners and the broader community. These include:

- the Queensland Chief Entrepreneur's 2018 Venturer Program—held in Wujal Wujal, in which lasting relationships were formed between the community and entrepreneurs on tourism development ideas
- planning around key community priorities, such as infrastructure, economic development, social housing and non-government services, with a particular focus on funding, health care and disaster recovery
- ethnobotanist advice on safeguarding traditional plants impacted by climate change
- a review of Wujal Wujal's hydrology and landscape changes following the 2018–19 severe weather events.



Our contribution

In 2018–19, our work directly contributed to the government’s community objectives in Our Future State: Advancing Queensland’s Priorities by:

Protect the Great Barrier Reef

- improving water quality in partnership with Australian and local governments, industry, natural resource management groups, research, community and private organisations
- managing the Great Barrier Reef Marine Park jointly with the Australian Government
- advocating for Queensland research and its commercialisation.

Create jobs in a strong economy

- facilitating sustainable development
- supporting nature-based heritage, arts and cultural tourism
- partnering with First Nations peoples to manage and protect significant land and sea areas
- managing and promoting national parks as tourist destinations
- supporting the transition to a knowledge-based and low-carbon economy
- supporting the development of new recycling markets and infrastructure
- facilitating innovative and new commercial partnerships in the circular economy
- supporting and promoting artists, and arts and cultural organisations.

Keep Queenslanders heathy

- monitoring and regulating for clean and healthy air, land and water
- promoting active recreation in parks and forests
- responding to natural disasters and threats to the environment, including pollution.

Keep communities safe

- managing human interaction with dangerous wildlife, such as crocodiles
- ensuring the health and safety of Queenslanders with air, water, storm tide and wave monitoring.

Give all our children a great start

- giving children the opportunity to experience and learn about the natural environment and cultural and heritage values
- supporting arts programs and promoting science, technology, engineering and mathematics (STEM) for young children
- working with local councils and communities to give children access to quality arts and culture.

Be a responsive government

- engaging, collaborating and partnering with First Nations peoples and key stakeholders to reduce Queensland’s contribution to climate change and deliver adaptation programs
- identifying and investigating non-compliance with Queensland’s environmental laws
- conserving nature and heritage, managing parks and forests, and protecting marine and island ecosystems
- protecting urban and natural areas with fire management in parks and forests
- ensuring decision-making is based on the best available science.

Our performance

This section highlights the department's achievements against the objectives outlined in the *DES Strategic Plan 2018–22*:

1. Protection measures through robust policy, standards and insight
2. Partnerships assist betterment of natural and cultural assets
3. Appropriate community and industry behaviours through targeted advice and regulation
4. Stewardship fostered through investment and collaboration
5. High-performing organisation delivering value to the community

Protection measures through robust policy, standards and insight

We develop and administer legislation, regulations, policies and other instruments to protect Queensland's natural, cultural and heritage values and ecosystems. This includes mechanisms to protect the Great Barrier Reef, reduce pollution, conserve threatened species and reduce the state's greenhouse gas emissions. We apply our leading-edge scientific research, analysis and advice to provide a credible evidence-base for our decision-making.

Outcome indicators

Queensland's contribution towards 2025 Great Barrier Reef water quality targets of:

60% reduction in anthropogenic end-of-catchment dissolved inorganic nitrogen loads

25% 25% reduction in anthropogenic end-of-catchment loads of sediment


0% Increase in the percentage of Queensland's land area that is protected

Service standards

Service area: Environmental Protection Services


Improving Great Barrier Reef water quality

Queensland contributes to progress towards 2025 targets of:¹

 **60%** (NEW MEASURE)
REDUCTION TARGET in anthropogenic end-of-catchment dissolved inorganic nitrogen loads

 **25%** (NEW MEASURE)
REDUCTION TARGET in anthropogenic end-of-catchment loads of sediment

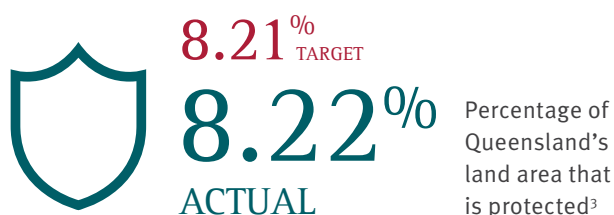
Percentage of sugarcane producers, within reef catchments:²

 **50%** TARGET
51% ACTUAL participating in the SmartCane Best Management Practice (BMP) program

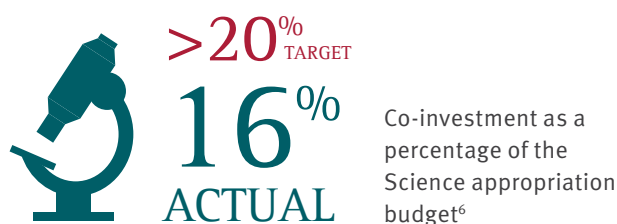
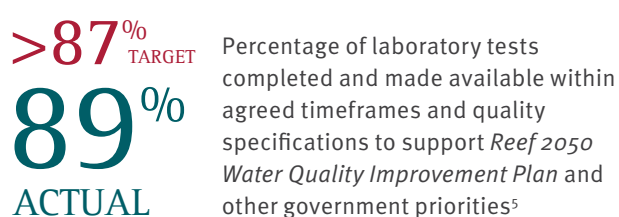
 **15%** TARGET
11% ACTUAL achieving accreditation in the SmartCane Best Management Practice (BMP) program

Service area: Species and Ecosystem Protection Services

Protecting environments, ecosystems, habitats and species



Service area: Science



Service area: Heritage Protection Services



Notes:

1. This service standard is a whole-of-government measure of Queensland's contribution to the improvement of reef water quality. The Office of the Great Barrier Reef in the department is responsible for reporting the Queensland Government's progress towards meeting the joint Australian and Queensland Governments' water quality targets on behalf of all contributing agencies. Queensland Government agencies contributing to this measure are the Department of Environment and Science, Department of Agriculture and Fisheries and Department of Natural Resources, Mines and Energy. A 2018-19 Target/Estimate was not set due to the model underpinning the measure being rebuilt. Performance for this service standard will be reported annually through the Great Barrier Reef Report Card. Due to a 12-month time lag, the 2018-19 Actual will be reported in July 2020.
2. This service standard measures the effectiveness of the SmartCane BMP. The SmartCane BMP sets the industry standards for whole-of-farm management across the cane industry to have a positive impact on nutrient and sediment run-off and consequential impacts on Great Barrier Reef water quality. These targets have been developed based on SmartCane BMP funding targets as per the contract. The time required to become accredited, the capacity of growers to undertake the required work and the lack of a strong market driver have resulted in a slower than anticipated accreditation rate. A number of strategies to address the barriers to accreditation have been adopted to help improve the trajectory of uptake.
3. This service standard measures the percentage of Queensland's land that is dedicated as national park, conservation park or resources reserve, or declared as a nature refuge or special wildlife reserve.
4. This service standard measures the number of user sessions for WetlandInfo compared with the total staff and other costs involved in managing the system. Costs include all departmental staff expenses to provide input data plus on-costs charged to maintain the system. This measure provides an indication of the efficiency with which WetlandInfo website information delivery is provided to customers. The positive variance between the 2018-19 Actual and the 2018-19 Target/Estimate is attributed to increased use of the website, reducing the cost per session.
5. The timeframes involved are negotiated per sample submission and quality is measured by maintenance of accreditation with the National Association of Testing Authorities, Australia and performance in national and international laboratory proficiency trials. To maintain accreditation the departmental Chemistry Laboratory is required to constantly review processes and procedures. This ensures that clients receive best practice service delivery.
6. This service standard has been discontinued for 2019-20 as previous client agencies are now co-located within the Department of Environment and Science as a result of machinery-of-government changes effective from December 2017. Therefore, funding provided by those former clients can no longer be considered as co-investment. The 2018-19 Actual reflects the impact of this change.
7. The department is responsible for researching, consulting 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.
8. The Register contains more than 1,770 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 (including on-costs) 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 number of more complex heritage applications considered during 2018-19 resulted in fewer reviews being undertaken, leading to a higher average cost per review.

Case study

Bilby release at Currawinya National Park

Save the Bilby Fund and Dreamworld have captive breeding agreements with the department to breed bilbies for release into the wild as part of the Bilby Recovery Program. Around 60 bilbies will be released in stages into the 2500-hectare predator-free enclosure built on Currawinya National Park, with the first six released in April 2019. Each of the released bilbies are closely monitored via radio transmitters as part of a study by University of Queensland on survivorship, movement and reproduction success.

The bilbies released in April have been exhibiting appropriate wild behaviours, including digging burrows and foraging, and all of the females have successfully raised young.



Key activities in 2018-19

We set policy, standards and initiatives that are underpinned by science, to protect and manage Queensland's natural, cultural and heritage values and ecosystems. This year we:

- undertook actions to help the recovery of priority species, such as the northern hairy-nosed wombat, greater bilby, bridled nailtail wallaby and black-throated finch
- collaborated with the Save the Bilby Fund to progress the reintroduction of bilbies to Currawinya National Park
- implemented the Marine Turtle Conservation Strategy, including monitoring, research and education on six species of marine turtle
- developed a strategy to conserve freshwater turtles in Queensland
- developed a framework to provide for the sustainable commercial harvest of crocodile eggs in Queensland
- introduced a Bill into Parliament to create Special Wildlife Reserves, a new class of protected area that will afford the highest levels of protection to private lands of outstanding natural and cultural value
- gazetted the Daintree National Park Management Plan and Curtis Island National Park Management Statement, prepared with Traditional Owners
- purchased a 11.37 hectare property (59 freehold lots) within Dalrymple National Park to improve park management efficiency and protect the land's inherent natural and cultural values
- completed rehabilitation and conservation works to conserve biophysical values and reduce the environmental footprint of Springvale Station
- developed a land suitability framework to assess the impact of new or increased agricultural activities in Reef catchments
- commenced preparation of a Biodiversity Conservation Strategy that will outline key actions and targets for supporting Queensland's biodiversity.
- released a community consultation discussion paper on the review of the Marine Park (Great Sandy) Zoning Plan
- amended the Marine Parks (Great Sandy) Zoning Plan 2017 to include the ex-HMAS Tobruk dive site in Hervey Bay
- amended the Fisheries Regulation 2008 to support the Cairns Shipping Development Project
- consulted a diverse range of stakeholders across Queensland on a 10-year roadmap for arts, culture and creativity in the state.

We regulated and supported the management and protection of places with state heritage values so that their values are retained. This year we:

- reviewed and updated the state's heritage register and assisted local government in its role with places of local cultural heritage significance

- supported the Queensland Heritage Council to perform its functions under the *Queensland Heritage Act 1992*
- promoted the value of Queensland's heritage and increased community understanding with communication programs and education initiatives
- reviewed protections for state heritage places
- delivered the Queensland Heritage Schools program, which identifies and protects important state schools, with the Department of Education
- administered a Memorandum of Understanding enabling Queensland Rail to approve low-impact development and conservation works to its state heritage-listed assets
- continued the implementation of the Queensland Cultural Centre Conservation Management Plan, a framework for the conservation and best practice management of the Queensland Cultural Centre in recognition of its heritage values.

We provided leading-edge scientific advice, research, data and analysis to support government decision-making. This year we:

- conducted population surveys of estuarine crocodiles along 1,660 kilometres of river systems by boat and helicopter
- completed quarterly flying-fox roost surveys to inform the National Flying-fox Monitoring Program
- researched flying-fox behaviour and travel patterns (using satellite tracking) with the CSIRO as part of the project to develop alternative management strategies for flying-foxes in Queensland
- undertook crocodile vocalisation research into the use of sound cues to attract/deter crocodiles
- completed species modelling methodology review and updated all endangered flora habitat models for Queensland
- improved the accuracy and availability of DES' rangeland pasture growth model (GRASP) to help landholders make climate-smart and sustainable natural resource use decisions
- released the Queensland Future Climate Dashboard that graphically shows how future climate change will affect different parts of the state to 2099
- modernised critical high-performance computing and biodiversity systems through the Accelerating Science Delivery Innovation program to support increasing data storage and computing demands, and improve science delivery
- captured an additional 15,000 digital images of high-priority physical plant specimens for the Queensland Herbarium
- held an inaugural forum to bring together the water modelling community of experts, from inside and outside government

- developed new apps and other information platforms that resulted in over 11 million information requests about the state's environment and natural resources in 2018
- finalised the Moonie, Border and Condamine catchment models to inform water planning
- developed a methodology to link surface water and groundwater models to easily assess water security in towns with a dual water supply
- provided data and advice to assist disaster management and recovery activities, including information on storm tides, inundation, flood extent, burnt area, land use and water quality
- delivered the Northern Australia Water Resource Assessment with other jurisdictions and the CSIRO
- updated regional ecosystem mapping of the state, including remnant vegetation
- released the results of the Wet Tropics Biodiversity Planning Assessment and Eastern Gulf of Carpentaria Aquatic Conservation Assessment
- updated the Flora Survey Trigger Map for Clearing Protected Plants, under the *Nature Conservation Act 1992*
- revised the government's Water Quality Monitoring and Sampling Manual to ensure practices are up-to-date and standardised across the state.

We led the progress towards the Advancing Queensland's Priorities target of a 30% reduction in net greenhouse gas emissions by 2030. This is to support the state's transition to a low carbon future, create new jobs and sustainable communities in Queensland, and improve the long-term viability of Queensland's environmental icons, including the Reef. This year we:

- invested \$1.17 million to fund six projects as part of the Land Restoration Fund Pilot Projects program. These projects will expand the scope of Queensland's emerging carbon farming industry and lay the foundations that will enable the industry to grow, exploring ways carbon farming will enhance Queensland's unique biodiversity.

We worked to implement the Queensland Reef Water Quality Program and led the progress towards 2025 Great Barrier Reef water quality targets. This year we:

- completed 232 compliance activities in the Wet Tropics and Burdekin Dry Tropics catchments and 132 in the Mackay and Whitsunday catchment as part of the Reef Compliance Program
- helped the cane industry voluntarily comply with fertiliser use requirements and engage in practice change programs that improve Reef water quality
- worked with the agricultural community and other industries to minimise excess nutrients, fine sediments and pesticides which pose the biggest risk to Reef water quality

- led the development of the Reef 2050 Water Quality Improvement Plan, guiding Queensland's Reef water quality investments and setting new science-based targets for Reef catchments
- helped producers improve their farm management practices with better engagement and education across Great Barrier Reef catchments
- boosted Reef-wide monitoring and evaluation to provide more effective assessments of Reef management programs
- expanded the Reef catchment monitoring network with an additional 18 sites from Cape York to the Burnett Mary catchment
- completed extensive consultation on regulatory proposals to reduce nutrient and sediment pollution across Reef catchments
- delivered science communication and education activities at the Royal Queensland Show (the Ekka), World Science Festival and Rural Discovery Day
- delivered critical science to enable monitoring, modelling and reporting of progress towards Reef water quality targets, including:
 - » delivering an online visualisation tool of the Great Barrier Reef Catchment Loads Monitoring Program's water quality monitoring data
 - » installing automated water quality monitoring stations on the south branch of Sandy Creek and Bonnie Doon Creek as part of the Reef Water Quality Monitoring Project
 - » installing automated water quality monitoring stations on the Gregory and Murray rivers as part of the Taskforce expansion of the Great Barrier Reef Catchment Loads Monitoring Program
 - » expanding the pesticide risk metric to 22 pesticides to be reported under the Reef Water Quality Improvement Plan to inform the health of Queensland's waterways and the Great Barrier Reef
 - » releasing the first ever report card on change in the condition of, and pressures on, wetlands in the Reef catchment area.

We led the government's Reef 2050 Long-term Sustainability Plan contribution, including delivery of the Reef Joint Field Management Program in partnership with the Australian Government. This year we:

- registered 158 marine animal strandings, providing vital care and/or advice
- progressed the identification, protection and management of key nesting islands and habitats that support foreshore and pelagic foraging seabirds
- installed an additional 154 public moorings and 122 reef protection markers in the Reef to provide safe facilities for the public and reduce the impact of anchoring on coral reefs

Case study

Reducing nitrogen use on agricultural land

The government is protecting the Great Barrier Reef with projects that help farmers reduce nutrient run-off. Poor water quality, including excess nitrogen run-off from agricultural land, is a major threat to the health of the Reef. It impacts coral and seagrass habitats and makes the Reef less able to recover from disturbances. The government has invested \$3.7 million to help sugarcane farmers reduce nitrogen run-off by matching fertiliser rates to their farm's specific needs.

For example, DES worked with 156 sugarcane farms, managing 18,000 hectares in the Burdekin and 57 farms managing over 5,000 hectares in the Mackay Whitsunday region to manage run-off with site-specific nutrient management plans. Skilled agronomists helped improve nutrient uptake by the crop and minimise water quality impacts. By following the plans, growers have reduced their fertiliser rate with no effect on their crop yield. Over three years to June 2018, the farmers have applied almost 200 fewer tonnes of nitrogen on their farms and almost 100 fewer tonnes in Mackay Whitsunday, saving them money and reducing fertiliser impact on the Reef.

The highly successful nutrient management planning project model is now being delivered in the Wet Tropics and Burnett Mary regions. While this is a great example of what can be achieved, much more needs to be done to meet the water quality targets.



- expanded the Reef Joint Field Management Program's capacity to deliver vital field activities across the Great Barrier Reef World Heritage Area
- provided resources for island habitat restoration projects and pest eradication, particularly at critical seabird and turtle nesting sites, under the Reef Joint Field Management Program
- continued to implement the Queensland Ecotourism Plan: 2016–2020, focusing on the sustainable development of ecotourism in Queensland's national parks and protected areas
- led the state government's input into the mid-term review of the Reef 2050 Plan, to respond to coral bleaching events and climate change pressures, and consolidate the plan's actions
- delivered new actions to support the Reef's resilience to climate change, including the 'Boosting coral abundance on the Great Barrier Reef' challenge and the Reef Islands Project with the Great Barrier Reef Foundation
- ensured Reef strategic planning involves stakeholders and experts, including the Reef 2050 Advisory Committee, Reef Independent Science Panel and Reef 2050 Plan Independent Expert Panel
- led the preparation of conservation management plans for six historic shipwrecks in the Great Barrier Reef area.

We worked with key stakeholders to reverse the decline of the koala populations in Queensland. This year we:

- started implementing actions in the Queensland Government's response to the report - Queensland Koala Expert Panel: A new direction for the conservation of koalas in Queensland. This included:
 - » commencing the development of a South East Queensland Koala Strategy, which will establish targets for koala conservation, map a network of priority areas for conservation efforts and measure progress against targets
 - » appointing a Koala Advisory Council, including representatives from state and local governments, non-government organisations, industry and the community, which met for the first time in December 2018
 - » expanding the amount of koala habitat in the essential habitat mapping tool, as part of vegetation management mapping
 - » delivering comprehensive surveys of koala populations, consistent with the requirements of the expert panel report
 - » undertaking management of properties bought for koala habitat rehabilitation in preparation for their transition to conservation park or nature refuge.

We administered the state's Environmental Offsets 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. This year we:

- registered offset conditions that were placed on 19 authorities involving 28 environmental values, including one impact on connectivity, one impact on a fish habitat area, 14 impacts on marine plants, three impacts on protected plants, seven impacts on regulated vegetation, one impact on koala habitat in South East Queensland and one impact on a wetland
- registered seven legally secured offset sites
- worked with proponents, natural resource management groups, local government and consultants delivering offset projects to counterbalance impacts
- worked with the Offsets Project Management Committee, which oversees the state's offset fund expenditure—the Committee has supported four offset projects for market engagement (two projects are to deliver offsets for 31 marine-related impacts, including mangroves, seagrass and saltmarsh; one project is to offset impacts on fish passage from five separate waterways; and one project is to provide an offset for a threatened plant)
- registered two additional advanced offset sites, making a total of eight advanced offset sites suitable for marine plants, koala habitat and endangered regional ecosystems
- maintained and improved the state's offset register, including integrating South East Queensland local government koala offset data (to June 2018) into the offset register
- commenced a comprehensive review of the Environmental Offsets Framework to ensure that Queensland's extraordinary biodiversity values are being maintained through effective offset delivery.

We continued to facilitate the governments renewed commitment to partnering with Traditional Owners, and working with stakeholders and communities to ensure the state's pristine rivers are protected. This commitment includes a review of the *Regional Planning Interests Act 2014* to ensure it provides adequate protection, with an initial focus on the Queensland section of the Lake Eyre Basin. This year we:

- worked with other state agencies to undertake an evidence-based review of the current regulatory framework and the extent to which it offers adequate river protection in the Queensland section of the Lake Eyre Basin
- facilitated a Traditional Owners-initiated forum, which discussed emerging pressures on the Lake Eyre Basin and aspirations for future management.

We increased the state's protected area estate through the dedication and declaration under the *Nature Conservation Act 1992* of six new protected areas (34,977 additional hectares). This year we:

- increased the area of national parks through amendments to dedicate adjoining lands, contributing an additional 724 hectares to the protected area estate
- dedicated four new conservation parks, contributing 888 hectares to the protected area estate
- declared four new nature refuges, contributing an additional 34,873 hectares to the protected area estate
- reduced resources reserves by 1,508 hectares, due to changes in the class of tenure.

Case study

Special Wildlife Reserves

In an Australian first, Special Wildlife Reserves provide national park levels of protection for species and habitats on privately owned land.

Conservation work on private land plays a critical role in preserving Queensland's biodiversity. Special Wildlife Reserves are a new class of private protected area in Queensland, established through amendments to the *Nature Conservation Act 1992*. They are created by agreement between the state and a landholder for private land with exceptional natural and/or cultural values.

Special Wildlife Reserves are managed in accordance with strict statutory principles and an approved conservation management regime. Incompatible land uses, such as mining, grazing and forestry, are not permitted on a Special Wildlife Reserve. The reserves complement the existing nature refuge class of private protected area.

The protection provided by Special Wildlife Reserves gives an increased level of security and investment confidence in private land conservation. It allows greater philanthropic investment and stronger partnerships with private landholders, both of which are important for achieving conservation outcomes that benefit all Queenslanders.



Looking ahead to 2019–20

We plan to:

- release a Queensland Protected Area Strategy, which will establish the future strategic direction for the State's terrestrial protected areas, both public and private
- prepare a draft Biodiversity Conservation Strategy for Queensland, for public and targeted consultation
- release the South East Queensland Koala Conservation Strategy, for public and targeted consultation
- develop frameworks, systems and processes, including a Threatened Species Program to monitor and report threatened species populations and recovery projects
- work towards establishing Queensland's first Special Wildlife Reserve
- complete a comprehensive review of the Biodiversity Offsets Framework and prepare an action plan to propose improvements to the environmental offsets framework, drawing upon the results of public and targeted consultation, scientific advice and best practice
- prepare management instruments for Mt Coolum National Park, Boodjamulla National Park, Great Sandy National Park, Noosa National Park, Currawinya National Park and Lamington National Park, in partnership with First Nations peoples
- deliver a new 24 metre patrol vessel *Reef Resilience* to expand the Reef Joint Field Management Program's patrol and response capacity across the Great Barrier Reef World Heritage Area
- continue the Crocodile Monitoring Program and prepare a report on its findings to inform the long-term management of crocodiles in Queensland
- release a Crocodile Reporting Platform, allowing the public to report crocodile sightings (including photos) directly to DES from their mobile phones, tablets or laptops
- continue the comprehensive review of the zoning plan for the Great Sandy Marine Park
- increase penalties for feeding and disturbing dingoes on K'gari (Fraser Island)
- continue to implement the Queensland Reef Water Quality Program with \$247 million over the next five years (2018–2022) allocated to education, on-ground projects, industry and community partnerships, science and innovation
- continue to implement the actions of the Reef 2050 Plan and proposed Reef 2050 Water Quality Improvement Plan, with other Queensland agencies, the Australian Government and stakeholders
- implement the strengthened Reef regulations to drive down pollution from land uses in Reef catchments
- continue to allocate funding to help Great Barrier Reef islands reduce their greenhouse gas emissions
- roll out the flagship \$500M Land Restoration Fund
- continue to enhance and deliver the Queensland Climate Change Response
- support the preparation of the annual report card on the environmental condition of waterways in South East Queensland, including information on the social and economic benefits of maintaining waterways and recommended management actions
- release the 10-year roadmap and action plan for arts, culture and creativity in Queensland
- continue to lead a targeted and enhanced Reef compliance program across regulated catchments and deliver compliance activities
- continue to support catchment restoration and land management, as well as monitoring, modelling and reporting of outcomes in Reef catchments through the Great Barrier Reef Catchment Loads Monitoring Program by:
 - » extending the online visualisation tool for pesticide concentration data by creating an online visualisation mapping dashboard
 - » developing a generic pesticide selection tool and an automated loads calculation database for the state
- upgrade and extend the DES high performance computing facility, modernising critical scientific systems, and using innovative technologies, such as machine learning, as part of Tranche 2 of the Accelerating Science Delivery Innovation program
- deliver the Queensland Water Monitoring Network (QWMN) research development and innovation program, which responds to the priorities identified in the QWMN Research, Development and Innovation Strategy 2018–2022.

Partnerships assist betterment of natural and cultural assets

We engage with partners and communities to protect Queensland's ecosystems, habitats and species, enhance tourism and recreation opportunities, and minimise negative interactions between people and wildlife. This includes engaging with First Nations peoples to develop sustainable partnership arrangements. We also manage Queensland's major arts and cultural assets, and work with local councils and communities to support access to the arts and cultural experiences.

Outcome indicators



Key natural values on priority national parks are maintained or improved



Increased community awareness through the Crocwise public safety education program



Increased utilisation of, and visitation to, state-owned cultural facilities



Increased involvement of Traditional Owners in land management

Service standards

Service area: Species and Ecosystem Protection Services

80%
TARGET
97%
ACTUAL



Percentage of problem crocodile declarations resolved within three months¹

Service area: Arts Queensland

5,900,000
million estimated visitors

6,590,781 ACTUAL
visitors

Utilisation of state-owned arts and cultural facilities⁵

< 10%
TARGET

8% ACTUAL
Percentage cost of delivering facilities management⁶

Service area: National Parks

90%
TARGET
118%
ACTUAL

Percentage of the scheduled Protection Zone fuel management treatment achieved on Queensland Parks and Wildlife Service (QPWS) managed estate to protect life and property²

634,800 ha
TARGET

1,030,232 ACTUAL
ha

Area of the QPWS managed estate with fuel loads reduced by planned burning, to reduce fire risk to life and property and protect biodiversity³



1.4 million
ESTIMATE

1.36 million
ACTUAL

Number of overnight camper stays hosted on national parks and forests⁴



Key activities in 2018–19

We enhanced protected area management practices and partnerships, and revitalised critical infrastructure that supports nature-based tourism to further establish Queensland as an internationally celebrated ecotourism destination. This year we:

- created a world class wreck dive and a significant new tourism opportunity by officially opening ex-HMAS Tobruk to the public and dive operators in the Great Sandy Marine Park
- delivered the statewide capital works program to enhance visitor experiences in Queensland's most popular national parks
- progressed the Parks Revitalisation Program to support a diverse range of visitor experiences and regional tourism opportunities, including the Mon Repos Turtle Centre redevelopment
- constructed major new tourism infrastructure in the Whitsundays, including walking trails and lookouts
- commenced construction upgrades in the Daintree National Park, including a new boardwalk through the forest, walking tracks and lookouts
- improved public access to Binna Burra Visitor Centre and walking track upgrades in Lamington National Park
- continued implementation of the Values Based Management Framework to improve the effectiveness and transparency of managing our parks and forests
- delivered health checks to improve our understanding of the health of our protected areas
- employed an effective combination of prevention, preparedness and response to contain, within estate boundaries, approximately 70% of bushfires that originated on DES managed estate during November and December 2018
- actively supported responses to declared disasters, and environment and community recovery, including the Central Queensland bushfires and the North Queensland monsoon flooding
- developed the Cultural Heritage Investment Strategy, a practical tool to support evidence-based heritage management and resourcing decisions
- implemented the QCoast₂₁₀₀ program, including grants to 13 of 15 councils with large coastal populations, to help councils identify coastal hazards, undertake risk assessments, evaluate adaptation options and develop adaptation strategies
- engaged with communities through the WetlandInfo website to educate and share knowledge about the state's ecosystems and species
- developed seven interactive catchment stories through the Walking the Landscape process—the stories engaged community members in providing information about the key features of each catchment, and provide important guidance for investment and management
- worked with the Butchulla people and the Department of the Premier and Cabinet to facilitate the visit of Their Royal Highnesses The Duke and Duchess of Sussex to K'gari
- conducted a trial regarding the feasibility of recreational side-by-side vehicle use on state managed land.

1. 'Problem crocodile' is defined in the Nature Conservation (Estuarine Crocodile) Conservation Plan 2018 and the Queensland Crocodile Management Plan. If the department determines that a crocodile poses an unacceptable risk, it is declared to be, and dealt with, as a 'problem crocodile'. The 2018-19 Actual exceeded the 2018-19 Target/Estimate as a result of additional funding, which supports 12 new wildlife officer positions and high-level crocodile management training for staff. The measure has been discontinued for 2019-20 and replaced by a new measure, which better reflects the effectiveness of the crocodile management program.

2. This service standard measures the area of hazard reduction planned burning and other fuel management treatments (including mowing, slashing and mulching) implemented, as a percentage of the area of annual fuel management treatment scheduled for Protection Zones on QPWS estate. This measure focuses on protecting key community interests from the threat of wildfire, by reducing fuel hazards in specifically identified critical areas close to residences and other urban areas, and strategically important areas within reserves. It measures the effectiveness of QPWS's fire program in meeting its legislative and social obligations to protect life and property. Planned burns and other fuel reduction treatments were completed with the primary purpose of managing fuel loads in protection and wildfire mitigations zones. Favourable weather conditions provided an opportunity to undertake additional fuel reduction work and as a result the target was exceeded.

3. This service standard reflects the 2009 Victorian Bushfires Royal Commission recommendation that a five per cent target for prescribed burning of the state should be established. The planned burning program is subject to suitable weather conditions to ensure safe and effective burns; therefore, achieving the target is affected by seasonal conditions such as extended drought. Favourable weather conditions provided an opportunity to undertake additional fuel reduction work resulting in the target being exceeded.

4. This service standard measures how effectively the department achieves the service area objective of facilitating sustainable recreational opportunities and nature-based tourism. While camping statistics are influenced by a range of factors including the tourism economy and extreme weather events, departmental programs aimed at supporting sustainable tourism and recreation use and improved visitor experiences are expected to maintain or increase overnight camper stays. A reduction in camping area capacity was due to the impacts of significant bushfires midway through the financial year, closure of Girraween National Park due to drought, as well as wet weather conditions and significant loss of beaches due to Tropical Cyclone Owen and Tropical Cyclone Penny.

5. This service standard is based on the total estimated attendance figures at the Queensland Cultural Centre (QCC) and the Judith Wright Centre of Contemporary Arts. The 2018-19 Actual exceeded the 2018-19 Target/Estimate due to higher than expected visitation at the Queensland Museum's new interactive science space—SparkLab, the newly opened Anzac Legacy Gallery and the exhibition, NASA—A Human Adventure, and programming at the Queensland Performing Arts Centre that proved to be more popular than expected.

6. This service standard measures the percentage cost of delivering facilities management services to Arts Queensland owned arts and cultural buildings. This measure demonstrates the relationship between the results achieved (facilities management services across arts and cultural buildings) for the resources used (employee costs to deliver these services, which include all staff-related expenses such as salaries, on-costs, training, uniforms and recruitment).

Case study

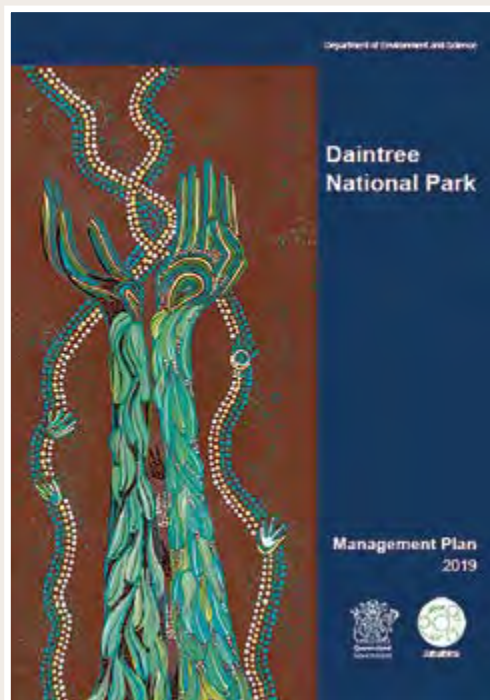
A management plan for Daintree National Park

DES has developed a plan to manage and preserve iconic Daintree National Park, in partnership with First Nations peoples. The park is the Eastern Kuku Yalanji peoples' traditional Country and is one of Queensland's most loved national parks. With world heritage values, it attracts visitors from all over the world wanting to see where ancient wet tropics rainforest meets the Reef. To the Eastern Kuku Yalanji people, the Daintree is a cultural land and seascape known as 'Kuku Yalanji Bubu and Jalun'.

This management plan is one of the first to be prepared under the new Values Based Management Framework, an adaptive approach based on international best practice. A key component of this approach is collaborating with First Nations peoples to integrate their cultural knowledge and aspirations for managing Country.

Presenting Daintree as a cultural landscape was very important to the Eastern Kuku Yalanji people. Represented by Jabalbina Yalanji Aboriginal Corporation, their cultural values, language and traditional land management practices have enriched the

plan. The collaborative planning process also strengthened relationships, ensuring the park's values are protected now and in the future.



We enhanced protected area, nature-based tourism and recreation opportunities, and progressed flagship ecotourism projects to deliver world class interpretation and experiences. This year we:

- developed the Life's Best Moments campaign strategy to drive day and overnight visits to national parks using digital and social media platforms—the campaign achieved 1.7 million unique Queenslanders reached, 9 million advertisement impressions in market, and 60,000 website visitors
- delivered targeted park information through digital and social media channels to existing and new audiences, including the Life's Best Moments campaign, DES website, Queensland National Parks social media channels, Tribe social media influencers, and Google Map listings promoting active recreation in parks and forests, visitor safety and compliance, park biodiversity and conservation efforts, and natural disaster threats
- refreshed over 200 Australian Tourism Data Warehouse listings, providing information on parks and commercial attractions used by 22 tourism partners, with 600,000 page views (70% of these on www.queensland.com)
- attracted requests for park information through digital media, including 5.4 million DES website sessions (an increase of 50% over the previous year) and 160,000 followers of Queensland National Parks Facebook and Instagram sites—these platforms were effectively used to reach almost 26 million people through 450 published posts
- promoted Queensland national parks at 26 regional community events, profiling day visits, camping and park attractions, including David Fleay Wildlife Park, Walkabout Creek Discovery Centre, Mon Repos Conservation Park, Chillagoe Caves and Daisy Hill Conservation Park

- achieved 'Best of Queensland' experience recognition at David Fleay Wildlife Park by Tourism and Events Queensland
- provided children with a broad spectrum of national park themed recreation and learning opportunities at Gateway Visitor Centres including ranger-led wildlife experiences, curriculum-based environmental education, NaturePlay facilities, a mountain-bike skills course, hiking trails and watercraft activities
- progressed ecotourism projects including the Scenic Rim Trail (Main Range National Park) and Green Mountains Campground (Lamington National Park)
- sought market interest in ecotourism projects for the Cooloola Great Walk, Whitsunday Island, and Thorsborne Trail, with the Department of Innovation, Tourism Industry Development and the Commonwealth Games
- advanced the government commitment for eco-lodges to accommodate tourists taking part in a multi-day walk on Whitsunday Island
- worked with the Department of Innovation, Tourism Industry Development and the Commonwealth Games on a proposed dual multi-day walking and mountain biking track along the Wangetti Trail, through World Heritage rainforests in Far North Queensland
- actively engaged with First Nations peoples to explore opportunities and develop suitable partnership arrangements for flagship ecotourism projects.

We engaged with partners and communities to minimise negative interactions with wildlife and protect Queensland's ecosystems, habitat and species to improve conservation and biodiversity outcomes for Queensland's threatened and protected species. This year we:

- implemented the Raine Island Recovery Project, a five-year collaboration with BHP, the Great Barrier Reef Marine Park Authority, the Wuthathi and Kemerker Meriam Nation (Ugar, Mer, Erub) Traditional Owners, and the Great Barrier Reef Foundation with positive results for green turtle recruitment
- delivered research and recovery activities on Raine Island with First Nations peoples over a period totalling 71 days, including rescuing stranded turtles, maintaining fencing, and monitoring nesting and hatching success
- developed conservation and management tools with Queensland World Heritage Advisory Committees
- developed and implemented the Cass-o-Wary Public Safety campaign in Far North Queensland
- improved the management of flying-foxes in Queensland with a range of stakeholders, including implementing key parts of the national response to the *Living with fruit bats* report recommendations

- coordinated quarterly flying-fox roost surveys and provided data to the National Flying-fox Monitoring Program
- managed the Daisy Hill Interpretive Centre (formerly Daisy Hill Koala Centre) and Moggill Koala Rehabilitation Centre to rehabilitate sick, injured and orphaned koalas in South East Queensland as part of the SEQ Wildlife Hospital Network
- improved response times for whale stranding reports with greater success in returning whales to the ocean
- rescued and rehabilitated injured cassowaries in partnership with Rainforest Reserves Australia and managed the Garners Beach Cassowary Facility
- conducted effective education and engagement programs on identified conflict species, including crocodiles, cassowaries, marine mammals, flying-foxes and swooping birds, to reduce human/wildlife conflict
- implemented actions in the Fraser Island Dingo Conservation and Risk Management Strategy to minimise risks to humans and dingoes
- protected public safety by removing 63 problem crocodiles from Queensland waterways
- enhanced our ability to undertake compliance and enforcement activities through improved training and equipment, and the introduction of a whole-of-state compliance management information system through the QPWS Compliance Optimisation Project.

We proactively engaged with Traditional Owners and First Nations peoples to develop sustainable partnership arrangements to conserve our special natural places and unique Indigenous and cultural heritage. This year we:

- worked with First Nations peoples on extending the Fraser Island (K'gari) World Heritage Area and an assessment of First Nations peoples' cultural heritage values of K'gari
- supported the Quandamooka Yoolooburrabee Aboriginal Corporation to undertake cultural heritage assessments as part of the process of developing a nomination for Quandamooka Country to the World Heritage List
- established the Queensland Indigenous Women's Ranger Network, with funding support from the World Wildlife Fund for Nature
- jointly managed national parks on Minjerribah and Cape York Peninsula with Traditional Owners, including 28 Cape York Peninsula Aboriginal Land (CYPAL) National Parks with 14 Aboriginal corporations and land trusts.

Case study

Rebuilding Whitehaven Beach after Tropical Cyclone Debbie

Ex-tropical cyclone Debbie significantly affected the Whitsundays' tourism industry in 2017, with many national parks, fringing coral reefs and resorts sustaining substantial damage. Whitehaven Beach, the region's premier visitor destination, was one of the worst affected sites and required significant foreshore restoration works. Immediately following tropical cyclone Debbie, the QPWS deployed crews to clean up and re-profile the beach. Heavy machinery and wood chippers carried out remedial works at the most popular sections of the beach to support the region's tourism industry.

Two major capital projects complemented these initial works:

- Whitehaven Beach day use area and campground upgrade and expansion
- Southern Whitehaven Beach lookout and walking track.

DES liaised with the Whitsunday tourism industry during the scoping phase of the project to ensure delivery of a product that would offer a more resilient site and present a new and alternate visitor experience. During the planning phase, staff consulted with the local Ngāro Traditional Owners to ensure the management and protection of Ngāro cultural heritage values during construction. QPWS rangers, local landscape designers, surveyors and a geotechnical specialist also had input.

The redevelopment of the Whitehaven Beach day use and campground area consisted of:

- 800m of exclusion fencing
- construction of 14 camping nodes, each with a platform seat
- construction of four shelters, each with a serving table and picnic settings

- construction of six beachside alcoves with a combination of approximately 30 platform seats, picnic settings and associated interpretive products
- revegetation of the foredune area with over 2,000 native plants sourced from local providence.

Work on the new lookout and walking track consisted of:

- construction of a 92 square metre lookout, with views extending across Whitsunday Island and Whitehaven Beach
- construction of 1,375 metres of hardened walking track using precast concrete stair units
- construction of five rest areas and three viewpoints with associated interpretation and park furniture.



Over 30 companies were directly involved with the South Whitehaven Beach revitalisation project. The majority of these were local companies.

Since the cyclone, the Australian and Queensland Governments have invested in upgrading and expanding the visitor infrastructure and experiences at what is undeniably the Whitsunday's most iconic tourism destination. The Queensland Government has allocated additional funding to develop eco-accommodation on Whitsunday Island to accommodate tourists taking part in the new multi-day bushwalk, creating a new tourism experience.



- finalised amendments to Moreton Bay Marine Park whale watching management arrangements to provide the Traditional Owners of the Point Lookout area of Moreton Bay Marine Park, the Quandamooka People, commercial whale watching access to the area, supporting the North Stradbroke Island Economic Transition Strategy
- refreshed the Wet Tropics Regional Agreement with Rainforest Aboriginal People and the Wet Tropics Management Authority
- completed external reviews of two Indigenous Management Agreements
- completed the Northern Parks and Forests Indigenous Employment, Recruitment and Retention Strategy to support joint management arrangements
- developed a cooperative management plan with the Thanakwith People for the Pine River Bay declared Fish Habitat Area
- established the Partnerships Branch within DES to further embed the department's commitment to First Nations peoples' involvement in managing Queensland's conservation and cultural assets
- delivered a management plan for Daintree National Park with Jabalbina Yalanji Aboriginal Corporation
- expanded the Queensland Indigenous Land and Sea Rangers program to more than 100 rangers
- commenced Indigenous Land Use Agreement (ILUA) negotiations with the Tagalaka People and the Ewamian People
- commenced Memorandum of Understanding negotiations with the Djabugay People
- reviewed and updated the Memorandum of Understanding with the Girringun Aboriginal Corporation
- finalised a Memorandum of Understanding between the Quandamooka Yoolooburrabee Aboriginal Corporation and the Queensland Government to recognise Quandamooka Land and Sea Country, and work cooperatively on its future management.

We managed Queensland's major arts and cultural assets to enable access to high-quality arts and cultural experiences across the state. This year we:

- continued implementation of the Critical Infrastructure Works Program to renew and replace large critical infrastructure assets across the Queensland Cultural Centre
- commenced planning and design of critical infrastructure upgrade works at the Queensland Performing Arts Centre and the Queensland Museum
- commenced planning and design of energy efficient and sustainable projects for the Queensland Cultural Centre

- completed the tender process and international design competition for the new theatre at the Queensland Performing Arts Centre
- opened the Sparklab Sciencentre at Queensland Museum South Bank, a cutting-edge, interactive centre to inspire the next generation of Queenslanders.

We allocated funding from the Arts Infrastructure Investment Fund to create and enhance experiences in arts and culture. This year we:

- upgraded the façade and installed a new gallery space and increased office tenancies at the Judith Wright Centre of Contemporary Arts
- commenced the redevelopment of the Cairns Centre of Contemporary Arts to establish an Aboriginal and Torres Strait Islander performing arts incubator
- expanded the Queensland Museum's International Touring Gallery to deliver a full-scale international touring gallery for exclusive international exhibitions (for example, the largest exhibition ever held at the museum, *NASA-A Human Adventure*) and improve the Discovery Centre to incorporate new displays and integrate digital content
- assisted the Queensland Museum to deliver the Anzac Legacy Gallery including the installation of the *Mephisto* tank at the museum at South Bank
- installed new technology LED exhibition lighting to provide higher quality exhibition experiences and environmental and financial benefits at the Queensland Art Gallery, Gallery of Modern Art, State Library of Queensland, Institute of Modern Art and Queensland Performing Arts Centre
- commenced planning for improved storage solutions for the state's arts and cultural collections at the Queensland Art Gallery, State Library of Queensland and Queensland Museum
- commenced the early business model work for a new innovative and interactive learning and digital engagement space at the Queensland Art Gallery.

We worked with local councils and communities to support access to arts and cultural experiences so that a broad range of relevant communities, organisations and individuals can engage with the value of the state's heritage and a broad range of arts and cultural experiences. This year we:

- supported the annual Modifyre event at Yelarbon State Forest, a gathering dedicated to creativity and community
- invested more than \$2 million in the long-running Regional Arts Development Fund, a partnership between the Queensland Government and local councils to support vibrant and diverse arts and cultural experiences across the state

- invested in the Indigenous Regional Arts Development Fund, a partnership with the Torres Strait Regional Authority and Aboriginal councils to support respected leaders to pass on cultural knowledge and practice
- supported the Creative Sparks grants program, a partnership with Brisbane City Council to support new art and public access to diverse cultural experiences
- supported the annual Open House events in Brisbane, Maryborough, Gold Coast, Toowoomba and Bundaberg to promote heritage awareness
- built awareness and promoted our heritage and heritage tourism opportunities through Instagram (#qldheritage) and the departmental Facebook page
- supported the National Trust of Australia (Queensland) to stage events, such as the annual Heritage Awards and the National Trust conference
- supported the Australian Institute for Maritime Archaeology to hold its annual conference for maritime archaeologists in Brisbane.

Case study

Working with the community to protect our heritage

This year, the government awarded a \$48,000 Community Sustainability Action grant to Comet Masonic Lodge to conserve the historic Barcaldine Masonic Temple. Dating from 1901, the temple is an important Barcaldine landmark and was one of the first places entered in the Queensland Heritage Register when it was established in 1992.

The harsh central western Queensland climate had caused the temple's paintwork to blister and peel. The Comet Masonic Lodge engaged a

conservation architect to recommend repairs and skilled tradespeople to undertake the paintwork and timber repairs.

The grant funded repairs to the protective paint on the elaborate front façade, which is clad in horizontal timber boards painted to mimic a classically styled masonry building. This painted mock stonework is the most striking feature of the building and is a very rare technique in Queensland.

The allocation of grant funding resulted in a great conservation outcome for this unique heritage place.



Looking ahead to 2019–20

We plan to:

- finalise and implement the Gurra Gurra Integrated First Nations Framework to transform the way the department considers and performs its business in partnership with First Nations peoples
- develop a model for co-stewardship with First Nations peoples of Queensland's protected area estate
- progress the Ghungalu Traditional Owners' aspirations for a campground at Ghungalu Conservation Park (Blackdown Tableland National Park)
- work with the Quandamooka Yoolooburrabee Aboriginal Corporation to strengthen co-management of the Moreton Bay Marine Park
- expand the protected area estate (Stage A) and associated joint management arrangements on Minjerribah
- support the implementation of the Township Bushfire Management Plans on Minjerribah through engaging Quandamooka Yoolooburrabee Aboriginal Corporation to deliver associated fire management services
- jointly develop with the Quandamooka people a draft joint management plan for the Naree Budjong Djara National Park on Minjerribah and for Teerk Roo Ra (Peel Island)
- progress ILUA negotiations with the Tagalaka and Ewamian People
- progress the development of a memorandum of understanding with the Djabugay People
- establish a new multi-day walk across Whitsunday Island, linking Hill Inlet and Whitehaven Beach via the Craig
- complete ecotourism projects in Main Range National Park and Lamington National Park
- deliver the Revitalising National Parks program
- deliver the new Mon Repos Turtle Centre
- deliver sand restoration activities on Raine Island with Traditional Owners to raise areas of the turtle nesting beach above inundation levels
- deliver enhanced bushfire suppression in high risk national parks and forests
- deliver enhanced educational programs and coordinate community science programs through increased investment in the Daisy Hill Interpretive Centre (formerly Daisy Hill Koala Centre)
- complete facilities upgrades at the Moggill Koala Rehabilitation Centre and enhance the capacity to rehabilitate sick, injured and orphaned koalas in South East Queensland as part of the SEQ Wildlife Hospital Network
- complete redevelopments of the Judith Wright Centre for Contemporary Arts and Cairns Centre for Contemporary Arts
- implement an oral history project to record and present the stories and memories of key people involved in the design, construction and maintenance of the Queensland Cultural Centre
- commence the tender phase for critical infrastructure upgrade works at the Queensland Museum and the Queensland Cultural Centre
- continue to implement energy efficiency and sustainability projects across the Queensland Cultural Centre
- deliver critical infrastructure asset renewal at the Queensland Performing Arts Centre, specifically the stage door amenity and security upgrade, and the foyer public address system
- support existing and new Open House events—the free public festival celebrates the architecture, engineering and history of many of our prominent buildings
- continue to promote heritage and heritage tourism opportunities via social media and the Queensland Government website.

Appropriate community and industry behaviours through targeted advice and regulation

We work with industry, community and stakeholders to manage impacts on the environment and enhance monitoring of environmental performance. This includes setting and communicating regulatory standards, monitoring compliance, improving performance and encouraging sustainable behaviours. We also develop and deliver specific initiatives that reduce environmental risk, including the Queensland Waste Strategy, single-use plastic shopping bag ban, Container Refund Scheme, Mined Land Rehabilitation Policy Legislative Framework, and the Enhanced Statewide Landcover and Trees Study.

Outcome indicators



Increased public access to a wider range of online compliance and enforcement data



A reduction in overall risk to the environment

Service standards

Service area: Environmental Protection Services

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

70%
TARGET

73%
ACTUAL

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

70%
TARGET

69%
ACTUAL

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

\$2,250
TARGET

\$1,080
ACTUAL

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

Identifying, monitoring and taking action in relation to unlawful activity

70%
TARGET

70%
ACTUAL



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

\$3,500
TARGET

\$1,726
ACTUAL

Median cost per formal investigation into serious non-compliance⁵



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

70%
TARGET
71%
ACTUAL

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



\$7,000 TARGET
\$5,747
ACTUAL
Average cost per permit/licence assessed⁷

Litigation

85%
TARGET
98%
ACTUAL



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

90%
TARGET
100%
ACTUAL

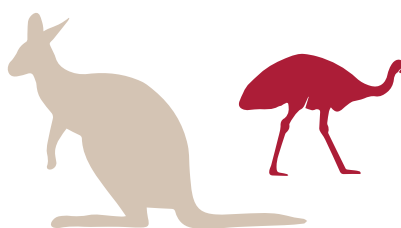
REVIEWED AND DECISION MADE WITHIN 12 WEEKS

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

Service area: Species and Ecosystem Protection Services

Controlling and/or allowing the use of native species

<\$150 TARGET
\$148 ACTUAL
Average cost per wildlife permit or licence issued¹⁰



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 measure has been discontinued for 2019-20 due to changes in data management systems.
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). Salaries and on-costs associated with the delivery of this measure are included in the calculation methodology. A new operating model for the community response team is producing efficiencies and consequently the 2018-19 Actual is an improvement on the 2018-19 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 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. Salaries and on-costs associated with the delivery of this measure are included in the calculation methodology. The 2018-19 Actual is lower than the 2018-19 Target/Estimate due to the lower costs associated with several investigations.
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).
7. This service standard measures the efficiency of the business centre assessment teams in making permit/licence application decisions. Salaries and on-costs associated with the delivery of this measure are included in the calculation methodology. The 2018-19 Actual is lower than the 2018-19 Target/Estimate due to the variety in the type and complexity of applications and decisions made by the business centres.
8. This service standard measures the effectiveness of the Litigation Branch in successfully finalising litigation matters in order to support best practice environmental management. The 2018-19 Actual reflects the ongoing effectiveness of the Litigation Branch.
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. The 2018-19 Actual reflects the continuing efficiency of the Litigation Branch.
10. This service standard measures the average cost of each wildlife permit or licence approved, refused or withdrawn by the department. Costs involve salaries, on-costs and operational expenses. The measure has been discontinued for 2019-20 due to changes to the department's organisational arrangements, which resulted in the wildlife permit and licence process transitioning to a centralised unit, with responsibilities for a broader range of protected area and forestry estate permissions and authorities.

Key activities in 2018–19

We worked with industry, community and stakeholders to manage impacts on the environment and enhance monitoring of environmental performance. This year we:

- delivered the first Climate Week QLD, a series of forums and events to engage people in the climate change conversation and energise local and global action on climate change
- established a dedicated taskforce to tackle odour issues in the Ipswich area, resulting in 36 enforcement actions, 3,121 community reports, 2,513 community interactions and 180 site inspections
- procured new technologies to monitor odour, with capabilities such as wind direction modelling and strategically placed weather stations
- responded to PFAS (firefighting foam) contamination incidents and managed legacy sites, with 4 PFAS enforcement actions undertaken
- rolled out an industry education program for the environmental management of PFAS, with the Environmental Management of Firefighting Foam Operational Policy
- delivered projects from Queensland's Environmental Regulator program, including:
 - » introducing 16 new community engagement officers across the state to ensure a coordinated and improved approach to community engagement
 - » undertaking a Compliance Benchmarking Study to deliver options for a compliance management system to support the compliance workforce
 - » introducing guidelines and templates to help the resource industry when providing spatial information under the *Environmental Protection Act 1994*
- continued Operation TORA, a coordinated compliance program to stamp out unlicensed waste management operators in Queensland with 1,125 waste management operations investigated, investigated and/or inspected 87 warning notices, 15 penalty infringement notices issued, 1 direction notice issued, 1 clean-up notice issued and 4 successful prosecutions
- achieved a strong record of enforcement and prosecution, with 36 successful prosecutions
- led the state's environmental recovery effort in response to natural disasters that impacted on regulated sites
- undertook a proof of concept project regarding real time monitoring of air, noise and water quality to assist environmental regulation, with a focus on low-cost technology and indicative monitoring
- implemented the 12-month pilot Environmental Performance Indicator Queensland scheme to recognise and reward quarry sites for good environmental performance, with 3 quarries recognised under the scheme
- negotiated the voluntary partial surrender of 6 mining tenures covering 1,770 hectares on Minjerribah, to deliver on the whole-of-government commitment to phase out sand mining
- worked with resource companies to promote acceptable rehabilitation targets, improve rehabilitation criteria and methodologies, and encourage progressive rehabilitation certification
- provided health check training for DES staff, Traditional Owners and a representative of the University of Queensland to help assess the condition of our natural, historic heritage and visitor values in protected areas
- participated in Threatened Species Recovery Teams
- collaborated with stakeholders to deliver an annual program to rescue, rehabilitate and release injured cassowaries, and promote cassowary conservation through cassowary habitat restoration
- implemented the Share the Water Program to encourage voluntary compliance by commercial and recreational water users in managing marine mammal separation distances through proactive education and compliance activities
- responded to wildlife incidents, including crocodiles, cassowaries, avian flu, marine strandings and contentious wildlife issues
- undertook compliance actions for commercial and resource activities carried out in QPWS managed areas
- delivered air, land and sea-based patrols, investigations and operations that focus on activities and areas of high compliance risk (for example, forestry, commercial activities, coal seam gas industry and fishing), including joint and multi-agency operations
- produced the Great Sandy National Park Compliance Strategy, which outlines the park's values, threats to those values, and compliance actions and priorities to address the threats
- planned and delivered burn programs and wildfire responses on QPWS estate with Queensland Fire and Emergency Services and the Department of Agriculture and Fisheries (Forest Products)
- released the 2016–17 and 2017–18 State-wide Landcover and Trees Study (SLATS) Summary Reports that assess land clearing rates across Queensland using Landsat satellite remote sensing
- expanded the Water Tracking and Electronic Reporting System (WaTERS) to include the first group of metal mines and refinery facilities, helping industry to meet the reporting requirements of their environmental licences.

We implemented programs to reduce unlawful waste activities and promote increased re-use and recycling. This year we:

- implemented the ban on lightweight single-use plastic shopping bags on 1 July 2018

Case study

Odour Abatement Taskforce

DES established the Odour Abatement Taskforce in July 2018 to address community concerns about odour and other environmental matters around Swanbank, Ipswich. The first of its kind in Queensland, this 12-month program resulted in a range of enforcement actions to improve air quality for residents, including more than \$70,000 in fines.

The taskforce used a number of innovative approaches to challenge ‘business as usual’. It developed an online reporting tool to make it easier for the community to report issues, established a dedicated office in one of the affected suburbs, and responded to reports outside business hours. It used trend information to conduct ‘hotspot operations’, allowing officers to respond in real-time and track odour to the source. This strengthened evidence gathering and enforcement action.

The Taskforce maintained a visible presence and focus on communication and engagement. This included green ‘Odourbusters’ vehicles, local news reports, children’s television programs, community events and an increased social media presence. The department also published enforcement actions demonstrating that it is serious about addressing community concerns.



- launched the container refund scheme on 1 November 2018—in the first eight months of operation more than 620 million containers were returned through more than 300 refund points
- increased public awareness and education about legal obligations and harm caused by releasing balloons into the environment
- supported the development of a sustainable bioeconomy in Queensland by implementing the Advance Queensland Biofutures 10-year Roadmap and Action Plan and the biofuels mandate sustainability criteria
- delivered the government’s flagship eco-efficiency program, ecoBiz, to small and medium businesses with the Chamber of Commerce and Industry Queensland
- introduced reforms that provide a risk-based approach to regulating waste activities
- shared information and resources with other jurisdictions to support anti-littering and illegal dumping initiatives and interventions
- launched a public education animation to assist online reporting of litter and illegal dumping offences to the department
- undertook research into the direct economic costs of litter and illegal dumping on Queensland local governments.

We delivered an improved regulatory framework that proactively manages and monitors environmental and conservation risks, including financial assurance. This year, we:

- implemented reforms for waste environmentally relevant activities, including notifying industry of the reforms and distributing relevant implementation materials
- delivered a project focused on improving the regulation of the composting industry, including identifying best practice management requirements and reducing odour generation
- developed a new ‘estimated rehabilitation cost’ calculator and statutory guideline for resource activities, in consultation with all stakeholders
- migrated financial assurance records and financial instruments (including cash holdings and bank guarantees) from the department to the Financial Assurance Information Registry to support the new Financial Provisioning Scheme
- developed significant amendments to the *Environmental Protection Act 1994* to implement key elements of the government’s Mined Land Rehabilitation Policy—this will ensure progressive mining rehabilitation and support the creation of the new Financial Provisioning Scheme

- introduced new end-of-waste codes for the use of biosolids, associated water and irrigation of associated water to replace the former Beneficial Use Approvals
- established a technical advisory committee to provide advice on the definition of a floodplain to support the policy intent of the *Mineral and Energy Resources (Financial Provisioning) Act 2018*
- engaged with industry to identify mine site rehabilitation issues and facilitate support for progressive certification, with a 500% increase in progressive certification for coal and gem mining activities
- conducted audits on 12 occupation permits, eight permits to traverse and seven 556 permits for activities in state forests
- conducted 22 timber harvesting audits and reports
- undertook compliance action on three grazing leases and two occupation permits where serious breaches of conditions have occurred
- undertook compliance activities in accordance with the *Nature Conservation Act 1992* and carried out education programs, community engagement and awareness raising initiatives to influence positive behaviours surrounding regulated wildlife
- implemented an annual compliance plan for protected wildlife compliance and enforcement
- developed the government's new Waste Management and Resource Recovery Strategy to reduce the amount of waste generated, grow the resource recovery and recycling industry, and create new jobs
- introduced a waste levy, which will cover approximately 90% of Queensland's population and where the majority of the State's waste is generated and disposed—the levy aims to reduce the amount of waste sent to landfill, encourage waste avoidance, provide a source of funding to enable better resource recovery practices, provide certainty and security of feedstocks for advanced technologies, and facilitate industry investment in resource recovery infrastructure.

Case study

Container refund scheme

Queensland's container refund scheme, Containers for Change, provides the opportunity for individuals, charities and community groups to receive a 10 cent refund on eligible drink containers returned to a container refund point. All containers returned through the scheme must be recycled. The scheme is helping to reduce the amount of container litter, increase Queensland's recycling rate and provide a social enterprise and community benefit.

The scheme commenced on 1 November 2018 with more than 232 container refund points opening across the state, including in many regional and remote communities. Not-for-profit company, Container Exchange Queensland Limited, was appointed to run the scheme in accordance with legislated requirements, including a requirement that a minimum of 307 container refund points be established by 1 November 2019, promoting the scheme, and achieving a container recovery rate of 85% by year four of the scheme.

As at 30 June, more than 620 million containers had been returned and the number of operational refund points had increased to more than 300. Over 650 jobs have been created and more than \$62 million in refund payments have been made to individuals, schools, community organisations and charities. The first post-commencement litter surveys show an estimated 35% reduction in the amount of drink container litter.

Containers for Change is one of a number of new programs introduced by the Queensland Government to increase recycling and recovery of waste.



Looking ahead to 2019–20

We plan to:

- undertake a targeted and proactive compliance program that uses a risk-based regulatory approach to ensure consistent and transparent regulation in Queensland
- implement reforms for waste environmentally relevant activities and support implementation of the Queensland Waste Levy with compliance activities
- continue to implement the financial assurance and rehabilitation reforms for the resources sector
- support the transition of the management approach to PFAS contamination into the existing regional compliance framework ensuring enforcement actions are undertaken when necessary to hold polluters accountable
- negotiate the voluntary surrender of more mineral licenses on Minjerribah to phase out sand mining
- continue to work with local government, industry and communities to tackle odour issues in the Ipswich area
- deliver and implement a comprehensive new waste and recycling strategy for Queensland, underpinned by the Queensland Government's new waste disposal levy
- support business and local governments becoming 'levy ready' to help divert material from landfill and retain the resource value of material in the economy for longer
- develop a plastic pollution reduction plan to reduce the amount of plastic in the environment
- champion and lead product stewardship initiatives, including the development of a national handheld rechargeable battery scheme
- develop 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
- deliver enhanced SLATS reporting on land clearing using European Sentinel 2 satellite imagery, a new state-wide woody vegetation extent map and woody regrowth mapping methodology
- prepare a compliance strategy for Bribie Island National Park that aligns with the Values Based Management Framework and management plan for the national park
- continue to improve online permitting processes to ensure they meet user needs, while complying with the regulatory framework
- develop a strategic framework for third party development and infrastructure on QPWS estate, for industries such as electricity supply, telecommunications, mining and coal seam gas
- develop a policy framework for resource industry activities that delivers enhanced management of activities on QPWS managed land and addresses compensation as well as terms and conditions relating to industry conduct and authorisation.

Stewardship fostered through investment and collaboration

We manage investment programs and initiatives to support individual artists, arts and cultural organisations, build capability and engage future generations in science, and support a range of environmental and heritage protection activities. This includes partnering with community groups, charities and other not-for-profit organisations to carry out environmental projects, and helping councils prepare coastal hazard adaptation strategies. We also conserve and restore heritage places, and develop and deliver the Arts Investment Framework, Engaging Queenslanders in Science and Citizen Science strategies.

Outcome indicators



Increased community participation in arts, science and the environment through grants programs



Increased national and international science collaborations and partnerships

Service standards

Service area: Arts Queensland

Investment programs



85%
TARGET

91%
ACTUAL



Government funding provided direct to arts and cultural sector as a proportion of total investment program budget¹

Notes:

1. This service standard measures efficiency in the use of government funding provided to Arts Queensland as it demonstrates the relationship between the results achieved (government funding provided direct to the arts and cultural sector) for the resources used (costs of delivering the investment programs). The calculation uses Arts Queensland's total grant funding provided direct to the arts and cultural sector divided by Arts Queensland's total investment program budget excluding administered funding. The favourable performance this financial year is due to timing of grant spending.

Key activities in 2018–19

We managed investment programs and initiatives to support and grow individual artists, arts and cultural organisations, build capacity and engage future generations in science, and support a range of environmental and heritage protections activities.

This year, the Environment section of the department:

- continued to deliver the Nature Refuges program to safeguard key habitats and species, including NatureAssist grants to partner organisations
- dedicated more than 2,000 hectares of koala habitat as protected area, connecting Oakview National Park and Wrattens National Park
- funded the RSPCA to provide a 24/7 contact phone service for reporting sick and injured wildlife in Queensland
- funded Australia Zoo, the RSPCA and Currumbin Wildlife Sanctuary to respond to wildlife incidents, such as oil spills, and care for, rehabilitate and release injured wildlife
- continued to implement the Nest to Ocean Turtle Protection Program at turtle rookeries along the Queensland coast with the Australian Government, including turtle monitoring and predator control activities by First Nations peoples and community groups
- provided training and mentoring opportunities to the expanded Queensland Indigenous Land and Sea Ranger program
- delivered research and recovery activities on Raine Island with Traditional Owners, including rescuing stranded turtles, maintaining fencing and monitoring nests and hatchings, as part of the Reef Joint Field Management Program and the Reef 2050 Long-Term Sustainability Plan

- provided support through grant payments under the Community Sustainability Action grant program to conserve Queensland's natural environment and built heritage, and protect Queensland's threatened species.

This year, the Science section of the department:

- delivered a pop-up event in Longreach as part of National Science Week (August 2018), to build student interest in STEM subjects
- delivered workshops, seminars and community programs across regional Queensland as part of the Flying Scientists program
- awarded 15 Engaging Science grants to increase the reach of science in Queensland as part of the Engaging Queenslanders in Science Strategy

- released the Citizen Science Strategy to increase community awareness and participation in science, and provide grant funding for community engagement in science challenges
- hosted the Queensland Young Tall Poppy Science Awards to recognise the achievements of Australia's outstanding young scientific researchers and communicators
- profiled Queensland's life sciences to national and international delegates by staging the 2018 AusBiotech National Conference, showcasing Queensland's capabilities in vaccine development, oncology and clinical trials
- engaged with biodiversity entities and Traditional Owners on options to reform Queensland's Biodiscovery Framework

Case study

Raine island recovery project

In 2018–19, the Raine Island Recovery Project continued to deliver impressive results with increased Green Turtle numbers and fewer adult turtle deaths.

This five-year project is a collaboration with the Wuthathi and Kemerker Meriam Nation (Ugar, Mer, Erub) Traditional Owners, BHP, Great Barrier Reef Marine Park Authority and Great Barrier Reef Foundation.

The project involves a range of physical works, as well as scientific endeavours. This year, we installed 250 metres of extra fencing to prevent

turtles falling off cliffs, bringing the total to 1,750 metres. The University of Queensland conducted nesting environment experiments and James Cook University tracked 21 nesting females with satellite tags to examine inter-nesting behaviour. Queensland University of Technology masters and honours students worked to improve monitoring with automated image analysis of seabirds and turtles.

The involvement of Traditional Owner rangers is a key component of the project. This year, at least two rangers participated on all six field trips, increasing skills and capacity.



Case study

Noosa Koala Corridor Partnerships

In early 2017, Noosa Council and Noosa Parks Association approached the department with a proposal to convert both Yurol and Ringtail State forests to a protected area tenure, which would provide a critical link across a large tract of land between the Noosa Hinterland and the Cooloola Coast. As these State forests were affected by a timber plantation licence, both parties had been discussing with HQPlantations Pty Ltd (HQP) the idea of relinquishing their harvesting rights. Both Council and the Association were willing to contribute one-third of the cost of relinquishment each. The proposal also involved the State relinquishing its interests in the hardwood plantations in the area, which are managed by the Department of Agriculture and Fisheries.

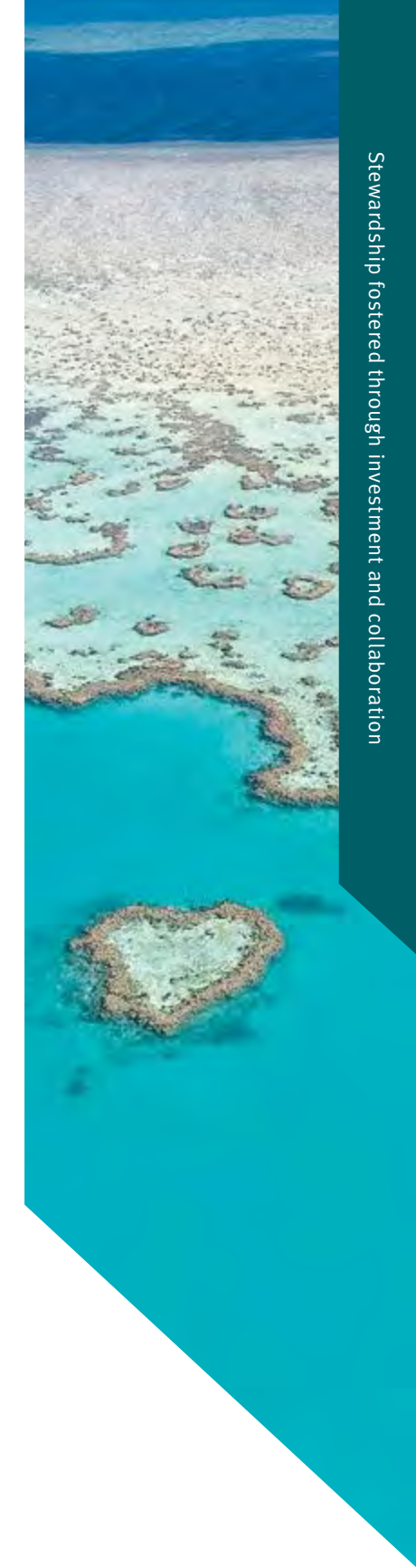
In October 2018, the Department of Environment and Science (DES), Noosa Shire Council and Noosa Parks Association executed a funding deed that affected the 'buy back' of HQP's harvesting rights. The Yurol and Ringtail State forest upgrade partnership is the first of its kind in Queensland and demonstrates the Government's continued commitment to a balanced outcome for conservation and public benefit, delivering significant regional environmental, social and economic benefits, and will result in approximately 2400 hectares, or the equivalent of 48,000 residential blocks, being added to the protected area estate. The partners' co-contributions are being held in an interest bearing trust account, and interest accrued will be reinvested back in to conservation projects in the region, demonstrating a new approach to expanding benefit on investment. The protection of the remnant vegetation areas of these State forests, and the restoration of pine plantation areas with native species, will create an extensive 'koala corridor' which will help safeguard koalas in the Sunshine Coast region.



- established the Advance Queensland Research Infrastructure Co-investment Fund to encourage partnerships, joint ventures and other co-investment, and maximise the benefits to Queensland of the Australian Government's National Collaborative Research Infrastructure Strategy
- enhanced the impact and value of Queensland Science by progressing the development of a Science Strategy for Queensland that includes a Future International Collaboration Five-year Action Plan
- led a Queensland health and medical science mission to China, with Queensland Health, to facilitate research collaboration and strengthen Queensland's strategic science and technology relationship with Chinese agencies
- supported Queensland researchers and educators to travel to the Cooper Hewitt's Design Museum and the Smithsonian Museum in the United States to exchange skills and knowledge
- signed four new biodiscovery Benefit Sharing Agreements allowing organisations to undertake biodiscovery in Queensland.

This year, the Arts and Heritage section of the department:

- supported 39 Queensland arts organisations through the expanded Organisations Fund 2017–2020, creating opportunities and strengthening corporate governance for local artists and cultural organisations
- supported the arts sector to develop and present vibrant and accessible arts and cultural experiences through the Queensland Arts Showcase Program
- supported the arts sector to deliver regional tours, performances, exhibitions and community engagement activities through the Playing Queensland Fund, Artists in Residence Fund and Individuals Fund
- invested in the long-running Regional Arts Development Fund, a partnership between the Queensland Government and local councils to support vibrant and diverse arts and cultural experiences across the state
- continued to implement the new Regional Arts Services Network to focus on local priorities for arts investment, boosting local jobs and driving regional development
- supported the First Nations peoples arts sector move towards a sustainable and ethical industry, and to develop new works and opportunities for artists, through the Backing Indigenous Arts initiative
- supported arts organisations to innovate, strengthen and build income streams and entrepreneurial capacity through the Arts Business Innovation Fund
- provided specialist heritage advice to support the conservation of historic Wairuna Homestead.



Case study

Valuing science for the community

In January 2019, DES launched the Queensland Citizen Science Strategy to mobilise Queenslanders to support our scientists.

Across the world, communities are increasingly reliant on science to address significant challenges. A recent survey showed 68% of Queenslanders are interested in science and 80% perceive science as having a positive impact on our society. Queenslanders also felt there were not enough local science-based activities to take part in.

Under the new strategy, citizen scientists are encouraged to assist researchers with valuable data, skills, knowledge and advice for important scientific projects, such as counting platypus in the Gold Coast Hinterland, wildlife monitoring, or being part of a community-based weed alert system. The scheme also helps the citizen

scientists understand their environment better and keep up with the rapid progress of modern technology. To increase participation, the strategy includes grants of up to \$30,000 for citizen science projects.

Citizen science is part of the broader Engaging Queenslanders in Science Strategy, which includes Engaging Science Grants, National Science Week and other activities that have reached over 68,000 people across the state since 2015. Since 2016, the department has supported the World Science Festival Brisbane, which has seen more than 500,000 attendances at science sessions and interactive workshops.

The Engaging Science and Citizen Science strategies play an important role in increasing participation in science and helping Queenslanders better understand the role of science in global issues such as climate change.



Looking ahead to 2019–20

We plan to:

- continue to deliver sand restoration activities on Raine Island with First Nations peoples to raise areas of the turtle nesting beach above inundation levels
- champion citizen science in Queensland with grants and engagement programs under the Engaging Queenslanders in Science and Citizen Science strategies
- release a Science Strategy for Queensland to increase the impact of, and community support for, Queensland's science sector
- amend Queensland's biodiscovery legislation to ensure appropriate consent is obtained and benefits are shared
- complete rounds of the Queensland – Cooper Hewitt Fellowships and Queensland–Smithsonian Fellowships
- roll out the Advance Queensland Research Infrastructure Co-investment Fund
- strengthen international science partnerships and identify new opportunities under the Queensland Science Future International Collaboration Action Plan
- continue to administer a range of funding initiatives to increase access and participation in arts and culture across Queensland
- finalise the Indigenous Arts Centres' multi-year funding agreements (2019–2023) under the Backing Indigenous Arts initiative
- explore opportunities with research organisations to use emerging technologies to digitally record, interpret and archive Queensland heritage places.

High-performing organisation delivering value to the community

We are committed to being an innovative, collaborative and service-oriented organisation. We continue to develop our leadership, service and cultural capability skills and ensure that robust systems and processes are in place. We maintain a proactive approach to workforce health and safety and risk management, and ensure strong corporate and financial governance and integrity. DES reaches out to its partners and stakeholders through many means, including community and industry education, forums, collaborative committees and working groups, and strategic alliances and exchanges.

Outcome indicators



Continued improvement in Working for Queensland survey results



Improved workplace safety



Service delivery improvements designed around the customer/user



Customer satisfaction with service delivery

Service standards

Service area: Science

≥87% TARGET **94%** ACTUAL

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

Service area: Arts Queensland

Investment programs

90% TARGET **94%** ACTUAL

Customer satisfaction with Arts Queensland's service delivery²



Corporate Administration Agency (CAA)

75% TARGET **95%** ACTUAL



Customer satisfaction with Corporate Administration Agency (CAA) services³

90% TARGET **100%** ACTUAL



Customers consider CAA services are value for money⁴

BREAK EVEN TARGET

\$76,760 ACTUAL

CAA operating surplus/(deficit)⁵

75% TARGET **75%** ACTUAL



CAA annual unit pricing does not exceed the greater of consumer price index or public service award increase⁶

Key activities in 2018–19

We continued to develop our leadership and cultural capability skills. This year we:

- developed and implemented strategies to embed cultural capability across the department under the DES Cultural Capability Action Plan
- rolled out 'Building on the Strengths of Communities' cultural capability awareness sessions
- delivered tailored training sessions to staff in a range of programs to support leadership development, including career planning, reasonable management action, and job application and interview skills
- designed and implemented a leadership development capability framework aligned with LEAD4QLD to help employees identify and pursue development options
- secured a standing offer arrangement with 24 training providers to deliver a range of training programs over the next three years
- increased the participation of new and emerging leaders in management positions in programs such as LEAD and People Matters
- established mentoring programs for staff, including specific initiatives for women in leadership and First Nations peoples employees
- increased cultural capability training, including a mandatory online program for all employees and integrated cultural capability in our graduate development programs
- expanded our First Nations peoples' Gap Year Program from two to eight employees
- developed a departmental Women in Leadership Strategy and action plan to increase the number of women on portfolio boards to 50%
- provided more scholarships for women to participate in leadership programs

- delivered cross-training/multi-skilling to staff, including opportunities for higher duties and staff rotations through different branches
- created opportunities for staff to engage in significant policy and service delivery issues.

We maintained a proactive approach to a safe and healthy workforce and risk management, including becoming a White Ribbon Accredited Workplace. This year we:

- supported and encouraged a workplace culture that minimises and addresses risks, and proactively promotes health and wellbeing initiatives, including safety awards, safe work month initiatives, and dedicated workplace health and safety forums
- developed frameworks to address and manage risks through business continuity planning, workplace health and safety risk assessments, and fraud and corruption awareness
- actively supported staff participation in departmental, divisional and regional initiatives to encourage personal ownership of the department's culture
- undertook regular workplace health and safety discussions and activities to highlight Safe 7 within the workplace
- conducted the regional safety audit process
- gained accreditation as a White Ribbon workplace, promoting a respectful workplace culture and providing support to those employees whose lives are affected by domestic and family violence
- provided access for all staff to influenza vaccinations and skin checks
- provided flexible work arrangements for staff, including working from home opportunities and use of mobile devices
- maintained a holistic health and safety policy and procedure framework and launched the department's Safety Strategy 2018–2023, which includes a focus on mental health.

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 survey has standard questions for overall satisfaction and the five key drivers of satisfaction (timeliness, ease of access, staff, quality, and outcome/outputs) and aligns with the Queensland Government Performance Management Framework Measuring Customer Experience Reference Guide published by the Department of the Premier and Cabinet. The survey results reflect continued service delivery and client relationship improvements, including improved governance processes and a new project reporting system.
2. This service standard measures overall customer satisfaction with Arts Queensland's service delivery.
3. Overall customer satisfaction is measured 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. Measurement of customer satisfaction aligns with the Queensland Government Performance Management

Framework Measuring Customer Experience Reference Guide published by the Department of the Premier and Cabinet. The survey results reflect continued improvements in service delivery and client relationships.

4. This service standard informs on the overall satisfaction on value for money derived from the annual customer experience survey undertaken by key stakeholders. Measurement of customer satisfaction aligns with the Queensland Government Performance Management Framework Measuring Customer Experience Reference Guide published by the Department of the Premier and Cabinet. The survey results reflect continued improvements in service delivery.
5. Results for this service standard indicate that CAA is managing its resources to provide economical pricing to customers. The overall result reflects salary savings and the impacts of the CAA automation agenda.
6. This service standard reflects the extent to which CAA unit pricing does not exceed the consumer price index or public service award increase. The measure has been discontinued for 2019-20 as CAA's products and services are continually changing due to customer needs. Therefore, it is difficult to compare product unit pricing from year to year.

Case study

Applying knowledge in a real-world setting

Providing opportunities for university students to integrate their study with practical work experience boosts the career prospects of young Queenslanders.

DES' industry placement program provides internships and integrated work/learning opportunities in business areas across the state. Participants come from a range of degree programs, including environmental management, parks and wildlife management, science, sustainable tourism and law. They work on projects with real outcomes for the environment and the community.

For example, in 2018, Tanara was studying a degree in animal ecology when she undertook an industry placement with the QPWS. She worked on an important conservation management project.

'While with QPWS, I have spent time conducting surveys in parks and discovering the magnificent ecosystems we are striving to protect. I have also attended workshops where field officers and technical support staff work together to build comprehensive management directives. I have learned how the input from many different staff, both in and out of the field, works together to help conserve parks. I have really enjoyed meeting so many friendly, intelligent and passionate people. They have kindly shared their precious time, knowledge and love of Queensland's parks.'

In 2019, we are welcoming up to 16 more students in the program.



We ensured strong corporate and financial governance and integrity. This year we:

- drove continuous improvement in financial and resource management, through periodic reviews of the department's budget and robust management of human resources
- created the Setting Up a New Initiative (SUNI) governance and delegations framework to increase transparency, provide guidance and outline a process for capturing approvals and project details for all digital investment
- continued to replace all end-of-life PC devices with tablets or laptops for greater efficiency and productivity
- implemented the new compliance officer four-tiered training program
- worked closely with the Crime and Corruption Commission and the Queensland Ombudsman to ensure the department assesses and actions complaints swiftly.

We redefined our services through maximising business process redesign, digital technologies, innovation and collaboration. This year we:

- undertook a visitor satisfaction survey to guide management of the Cooloola section of Great Sandy National Park
- assisted mineral mine clients to voluntarily transition to the WaTERS reporting tool
- collaborated with the mining sector to implement the Regional Operational Waste Identification Tool (ROWIT) to direct the mine wet season inspection program and minimise risks to the environment
- created a Digital Strategy to lay a clear pathway to grow our digitally capabilities by rolling out programs like the Digital Workspace that will use cloud-based technologies to create a more connected and digitally capable workforce
- implemented the Digital Products Program to improve public access to the department's core services, improve operational effectiveness and responsiveness, and ensure legislative requirements are met
- published data in line with the government's Open Data strategy, making it available to the community and industry
- conducted an Innovation Arena program to attract ideas and solutions from departmental staff, with 82 applications received
- launched the MyRanger augmented reality app to provide the public with visitor information, maps and virtual access to fauna in its natural habitat

- transitioned all servers used by CAA to Infrastructure as a Service (IAAS) so that all CAA servers are hosted by CITEC in QCloud
- provided staff with online access to over 240 QPWS&P policies to guide consistent decision making
- commenced a collaborative agreement with Seqwater to support a Richmond birdwing butterfly captive breeding program at David Fleay Wildlife Park
- commenced a collaborative agreement with Currumbin Wildlife Sanctuary to provide facilities at David Fleay Wildlife Park to support an eastern bristlebird captive breeding program
- expanded educational programs at David Fleay Wildlife Park, with visitor attraction strategies resulting in a 13% growth in visitor numbers
- engaged volunteers to provide support to the three QPWS Gateway Visitor Centres, with 20 volunteers supporting visitor experiences and conservation activities at Mon Repos Turtle Centre, and 20 volunteers assisting rangers at Walkabout Creek Discovery Centre in Brisbane and the David Fleay Wildlife Park on the Gold Coast
- deployed remote cameras to monitor some of our forest estate for fire, improving responses and reducing costs
- delivered on-the-ground arts services in regional communities across the state as part of the Regional Arts Services Network
- Consolidated three Aurion payroll platforms into one and three financial systems into one
- Deployed a single performance management and on-line learning management system across DES.

Case study



Ellerah Campbell (model), Designed by Red Ridge Creative Circle. Photo: Matthew Gianoulis Photography & Design, courtesy: Red Ridge.



Jemma Mobbs (model), Designed by Blackall resident Virginia Wacker. Photo: Matthew Gianoulis Photography & Design, courtesy: Red Ridge.



Yasmin Weldon (model), Designed by Joyce Crombie (Anpanawa). Photo: Matthew Gianoulis Photography & Design, courtesy: Red Ridge.

Regional Arts Services Network delivers a new model to support local arts priorities

Regional Queenslanders will have greater involvement in arts and culture in their local communities thanks to a new approach to arts delivery state-wide.

Established in 2018, the new Regional Arts Services Network will focus on local priorities for arts investment, boosting local jobs and driving regional development. Eight regional arts service providers form the network, employing regional arts officers and working with local councils. Selected through an expression of interest process, the network is funded by the Queensland Government with \$6.5 million over four years from 2017–18.

Projects celebrating the identity of Queensland's central west and healing the Townsville region are the first major initiatives to roll out from the network. *Dress the Central West* brings together local residents and artists to create wearable art that tells the many stories of the central west region. Communities across the Townsville region are creating a 'healing garden' for a major public installation as part of flood recovery.

Building cultural tourism is a common theme with service providers working with multiple local councils to create art trails of murals on water tanks, and heritage trails drawing on local culture. The scope of the projects and broad collaboration show the enormous potential of the network.

Looking ahead to 2019–20

We plan to:

- apply new and emerging technologies to enhance compliance, service delivery and community awareness
- continue to grow our digital capabilities by implementing Investment Planning to simplify interactions, focus on mobility, prioritise investment, build digital confidence and encourage new and emerging technologies
- enhance customer engagement through targeted internal leadership development and customer service training, including cultural capability training
- improve the accuracy and use of information with data analytics and business intelligence across multiple customer data sources
- commence a review of the national parks online booking system
- implement the next phase of strategic planning at Gateway Visitor Centres
- continue to increase the number of women on boards from 42% to 50% across our boards, advisory committees, boards of trustees and consultative committees
- enhance opportunities for First Nations peoples to gain employment with our department, through our Gap Year Program, industry placements and Greater Graduate Development Program
- further improve employee cultural capability with programs to increase awareness and understanding of the history and culture of First Nations peoples
- improve workforce planning and analytics to enable increased mobility, development and retention of employees and a more diverse workforce
- invest in building leaders of the future with the LEAD4QLD initiative and other development programs
- maintain and strengthen our White Ribbon accreditation by demonstrating our commitment to end violence against women and building a respectful and inclusive workplace.

Cross-government initiatives

In 2018–19, the department partnered with a wide range of government and non-government stakeholders on the following inter-governmental agreements and whole-of-government initiatives:

- Bilateral Agreement between the Commonwealth and the State of Queensland relating to environmental assessment under the *Environment Protection and Biodiversity Conservation Act 1999*
- Building our Future Economy – Advance Queensland Innovation Strategy
- Cape York Peninsula Tenure Resolution Program
- Convention on Wetlands of International Importance (Ramsar Convention)
- Cross River Rail Development Project
- Cultural Capability Community of Practice
- Domestic and Family Violence Workplace Reform Multi-Agency Implementation Group
- Drought and Climate Adaption Program
- East Asian – Australasian Flyway Partnership
- ‘Ellen Grove’ – transfer of department-owned lands to the Department of Natural Resources, Mines and Energy (DNRME) to create a Land Act Reserve under the trusteeship of Brisbane City Council
- Ex-HMAS Tobruk dive site
- Great Barrier Reef Joint Field Management Program
- Financial Assurance and Rehabilitation Reforms
- Great Barrier Reef Wetlands Network
- Great Keppel Island Rejuvenation Project
- Intergovernmental Agreement on a National Framework for Responding to PFAS Contamination
- Joint Remote Sensing Research Program
- Koala Advisory Council
- Management of interstate waste transport information
- Management and rehabilitation of the former Linc Energy site near Chinchilla
- Memorandum of Understanding – Intergovernmental agreement on a common assessment method for listing of threatened species and threatened ecological communities
- Migratory Shorebird Conservation Action Plan Steering Committee
- Minjerribah Steering Committee
- Review of the National Code of Practice for the Humane Shooting of Kangaroos and Wallabies for Commercial Purposes
- National Pollutant Inventory
- National Collaborative Research Infrastructure Strategy
- Nelia train derailment
- Odour Abatement Taskforce
- Queensland Climate Change Response
- Queensland Ecotourism Plan 2016–2020
- Queensland Ecotourism Trail Program
- Queensland Invasive Plants and Animals Committee
- Queensland Reef Water Quality Program
- Queensland State Interdepartmental Bushfire Committee
- Queensland Waste and Resource Recovery Infrastructure Plan
- Reconciliation Action Plan
- Recycled materials partnership programs
- Regional Copernicus Data Hub
- Reef 2050: 2020 review of the Reef 2050 Long-Term Sustainability Plan
- Reef 2050 Water Quality Improvement Plan
- SEQ City Deal
- Veterans career fairs
- Wangetti Trail between Cairns and Port Douglas
- Waste Vehicle Interception Program (Operation TORA)
- Wetlands and Aquatic Ecosystem Sub-committee
- Wetlands in the Great Barrier Reef Catchments Management Strategy 2016–2021

Managing our department

Summary of financial management

The financial amounts summarised below reflect the department's key financial information for the year ended 30 June 2019. A complete view is provided in the Financial Statements which are included separately in this report.

The financial performance snapshot highlights the significant change to the department's operations since the machinery-of-Government (MoG) on 12 December 2017. The 2018-19 actuals represent the first full year of activities as a new department and are considerably higher than the comparative figures. The 2017-18 year actuals were affected by the MoG and only include

activities covering 12 months for the Environment services of the department and six months of all other services (Science, Arts Queensland, Corporate Administration Agency, and the Queensland Parks and Wildlife Service).

Overall, the department reported a net deficit for the year of \$64 million, compared to a surplus of \$135.6 million in 2017-18. The deficit position for 2018-19 was impacted by net revaluations of \$81.4 million, which is mainly attributable to road infrastructure asset valuation decreases. This was offset by an increase in grant revenue of \$26.5 million.

Financial performance snapshot

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

Category	2019 Actual	2018 Actual	Variance
	\$'000	\$'000	\$'000
Total revenue	1,002,063	626,643	375,420
Total expenses	1,043,422	547,303	496,119
Other comprehensive income	(22,669)	56,269	(78,938)
Total comprehensive income	(64,028)	135,609	(199,637)

Table 2 – Summary of financial position of the department

Category	2019 Actual	2018 Actual	2019 Budget
	\$'000	\$'000	\$'000
Total assets	5,694,086	5,778,071	(83,985)
Total liabilities	102,076	91,186	10,890
Net assets/total equity	5,592,010	5,686,885	(94,875)

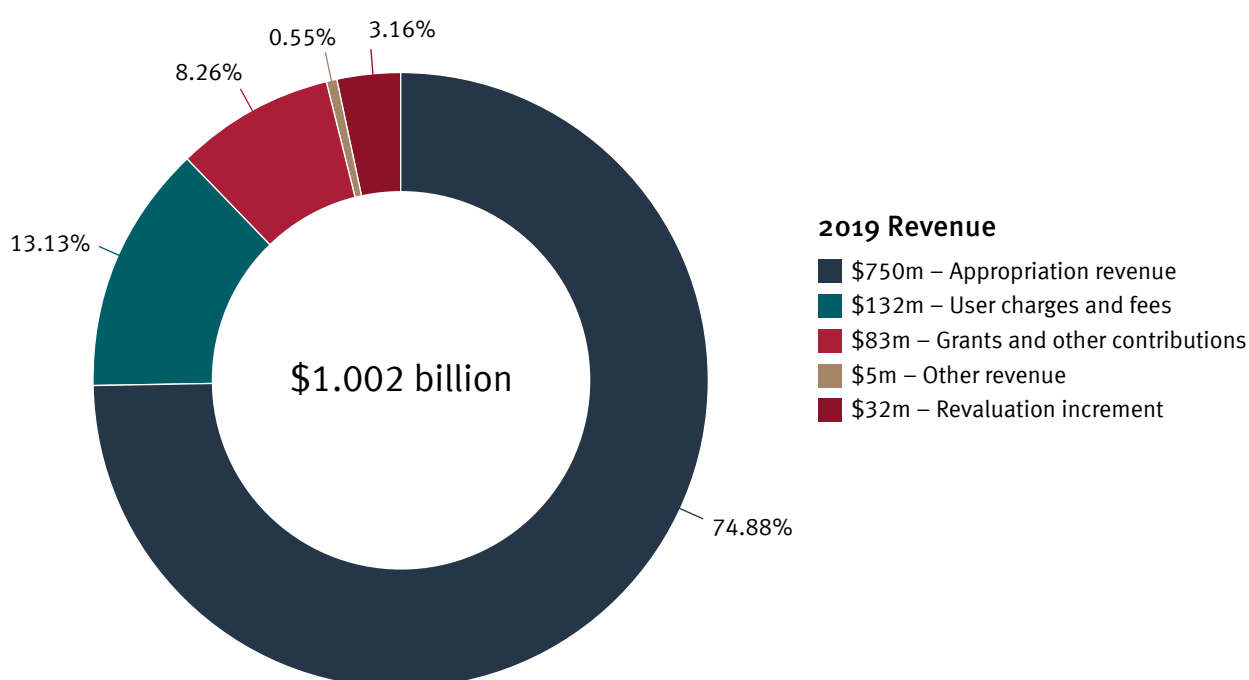
Financial performance

Revenue

The primary source of the department's revenue is received as appropriation from the Queensland Government which accounts for 74.88% of the department's total revenue. User fees and charges represents 13.13% of total revenue and consists of income streams associated with the issue of licences, permits and other fees primarily for environmentally relevant

activities and national parks. The department also received significant grant income from the Commonwealth and other external bodies. These include grants associated with managing the environment including restoration, climate change and the Great Barrier Reef, accounting for a further 8% of the total income.

Graph 1 Revenue



Expenses

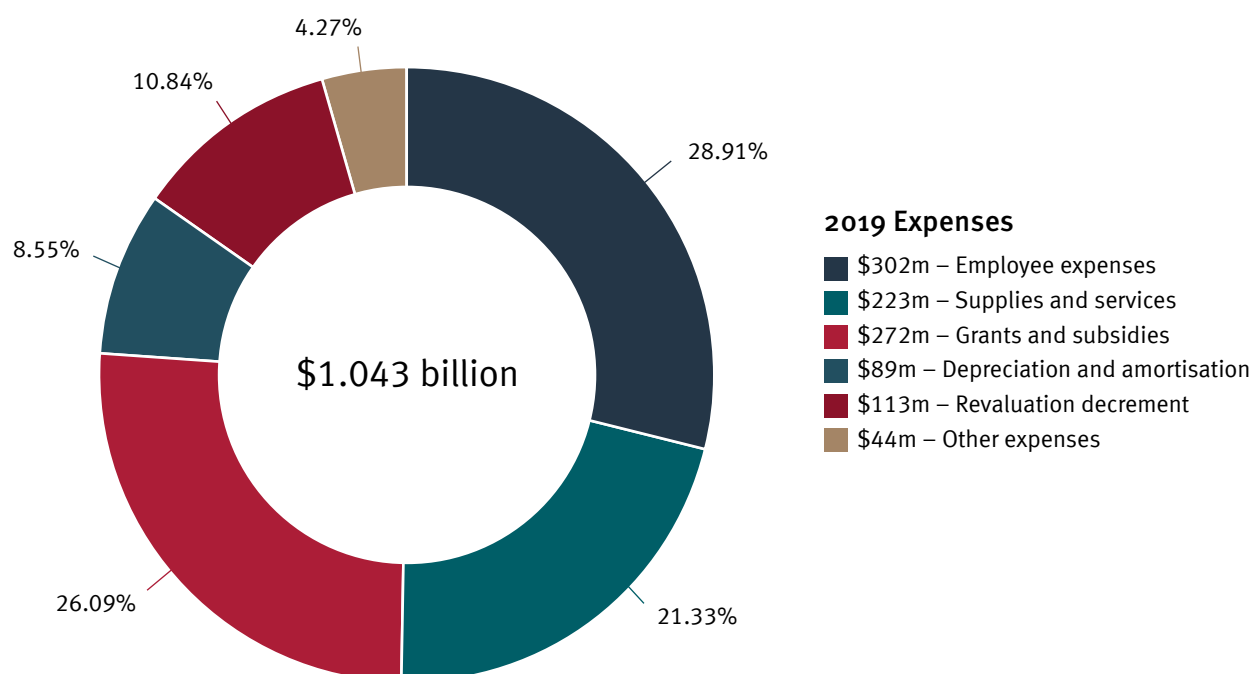
Labour costs to administer departmental activities accounts for 28.91% of total expenditure. The second largest expense category is grants and subsidies that represents 26.09% of all expenditure. With total grant and subsidies being \$272 million, 74% was paid to support the environment, totalling \$201.7 million. This includes \$143.5 million paid to Local Governments for Waste Levy compensation. Grants paid to support the Arts was over \$52 million.

Supplies and services represents 21.33% of all expenditure.

The major expense types include information technology costs, legal expenses, outsourced services/contractors, repairs and maintenance, and accommodation needs for the department across the state.

Furthermore, with a significant non-current asset base of \$5.49 billion that represents property, plant, equipment and intangibles, the department incurred a significant revaluation decrement (10.84% of total expense) that related to road infrastructure within Queensland National Parks. Depreciation and amortisation accounts for 8.55%.

Graph 2 Expenses



Budget result

Table 3 – Summary of operating result for the year

Category	2019 Budget	2019 Actual	Variance 2019 Actual to Budget
	\$'000	\$'000	\$'000
Total revenue	820,662	1,002,063	181,401
Total expenses	824,855	1,043,422	218,567
Operating result for the year	(4,193)	(41,359)	(37,166)

Total revenue exceeded expectations by 22%, largely due to the timing of appropriation received for payments to local councils to compensate for Queensland Waste levy costs, which resulted in a \$111.5 million variance. The department also had a positive variance for grants and other contributions primarily due to unbudgeted income from environmental offsets of \$26.5 million, and funding from the Queensland Reconstruction Authority for the restoration of departmental assets as a result of natural disasters. Revaluation adjustments are not budgeted for but impacted total revenue by a further \$31.7 million.

Total expenditure exceeded budget figures by 26%. This variance predominantly related to the grants made to local councils for the commencement of the Queensland Waste Levy (\$111.5 million). The remaining variance is reflective of the revaluation decrement of \$113.2 million. As revaluation adjustments are not budgeted for, this is the contributing factor to the net overall budget variance of \$37.2 million.

Financial position

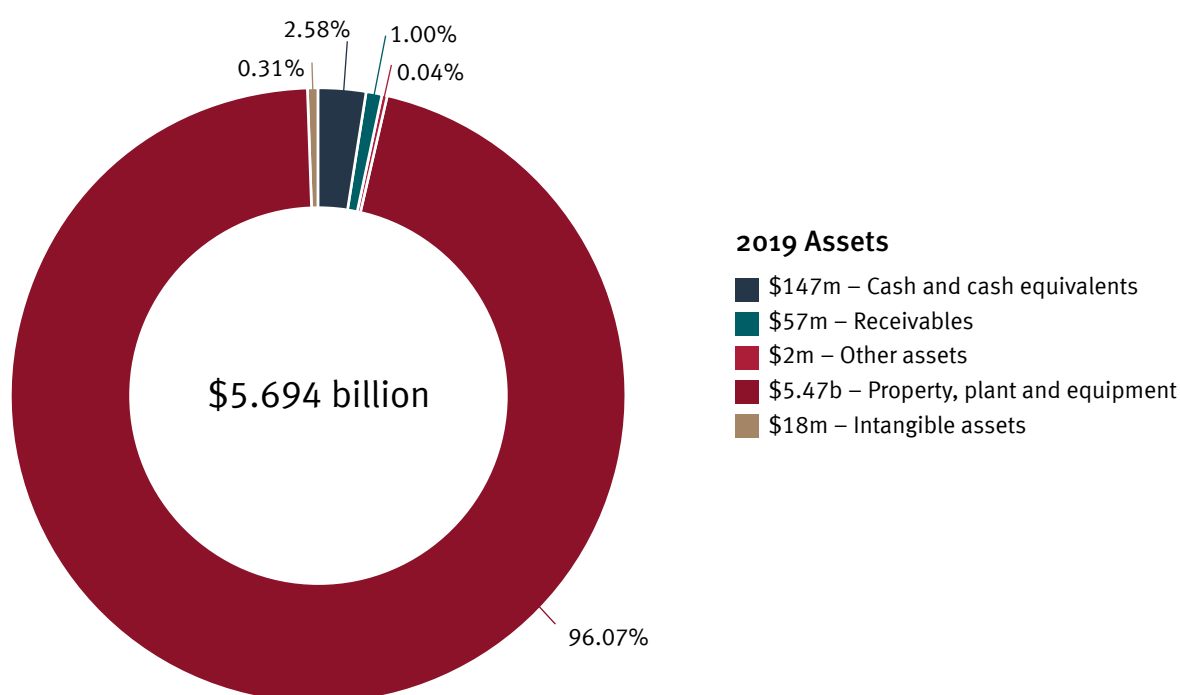
Assets

Assets were steady with only revaluation adjustment resulting in a slight decrease to the total asset position at 30 June 2019 of \$5.694 billion. With road infrastructure representing more than \$2.8 billion of the total assets, the department is continually reassessing use and lengths of road infrastructure to improve asset assessment and valuation outcomes. The department

annually endorses the Road Infrastructure Valuation Program that supports a sound methodology to apply for overall road category assessment.

In addition, both the cash and other receivables were impacted by the Container Refund Scheme loan of \$35 million which assists CoEx to make payments to operators of container refund points.

Graph 3 Assets

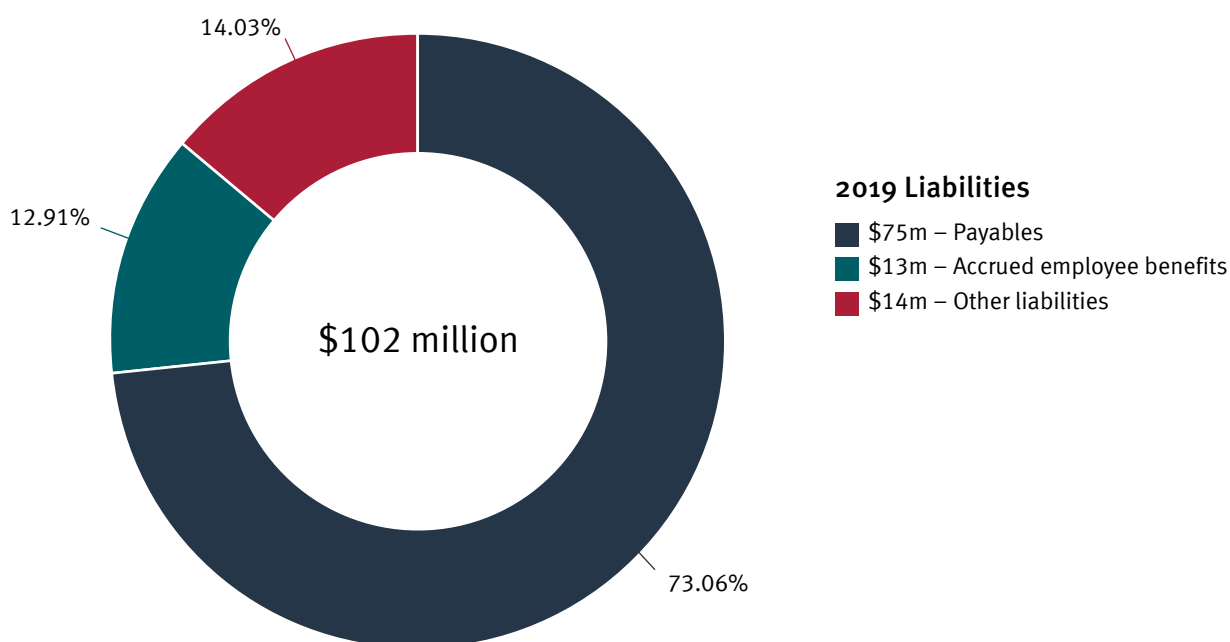


Liabilities

The department's liabilities are consistent with the prior year results representing \$102 million at 30 June 2019. Payables are the major contributor representing 73.06% of total liabilities. The department also has \$13.2 million

of accrued employee entitlements which is due to employees for wages, annual leave and long service leave. Other liabilities represents 14.03%, with the major item representing an advanced contribution of \$13.8 million.

Graph 4 Liabilities



Overall, the department's financial position is very healthy due to the large asset portfolio and minimal liabilities.

Administered

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

Statement by the Chief Finance Officer

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

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

Corporate governance

Our corporate governance framework sets the department's direction and performance oversight arrangements.

The framework is based on the Australian National Audit Office *Public Sector Governance guides* and *Australian Standard AS 8000-2003 Good Governance Principles*. It is aligned with the Queensland Government Performance Management Framework and the Queensland Audit Office's *Leading Accountability – Governance*.

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

Ethics and accountability

The department recognises that employment in the public service is a position of trust and, as such, we hold ourselves to a high standard. We ensure our staff are aware of the importance of ethical decision-making and accountability as key factors in strong performance and effective governance. Our strategies, plans, systems and procedures promote a culture of integrity. Together with ethics-focused training, they help staff undertake their roles in an impartial and apolitical manner. Our ethics resources and strategies include:

- Code of Conduct for the Queensland Public Service 2011—the standard for ethical behaviour expectations
- Code of Conduct online training—mandatory for all staff at induction and annually
- fraud and corruption awareness training—mandatory at induction and regular refreshers
- dedicated ethics intranet page—including ethics resources for managers and staff
- information on the department's website for staff and public—includes how to report alleged wrongdoing by employees, right to information, complaints handling, role of the Queensland Ombudsman, and judicial review
- fraud and corruption risk assessment—conducted department-wide this year to identify and mitigate potential fraud and corruption risks
- new DES Fraud and Corruption Awareness module
- tailored fraud and corruption awareness training—for DES managers to prevent, detect and mitigate risks.

Organisational performance

The department's strategic objectives and outcome indicators are detailed in our Strategic Plan 2018–22 and delivered through service areas:

- Environmental Protection Services
- Species and Ecosystems Protection Services

- Heritage Protection Services
- National Parks
- Science
- Arts Queensland.

Divisional business plans support our strategic plan and identify service priorities each year. Quarterly performance reports enable the department to monitor its progress against these priorities, strategic objectives and outcome indicators.

Governance committees

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

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

Executive Leadership Team

Chaired by the Director-General, the Executive Leadership Team (ELT) oversees the effective management and administration of the department, to ensure outcomes in line with the department's strategic priorities. It meets fortnightly to:

- ensure departmental activities align with, and achieve, the government's priorities and the department's strategic objectives
- prioritise resources and capabilities to deliver key strategies and programs
- provide strong leadership, direction and guidance to the department.

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

- setting the strategic direction of the department and developing the DES Strategic Plan
- stewardship of the department's strategic direction, including managing strategic and key operational issues
- managing the corporate planning cycle, including setting and monitoring risk, key performance indicators and corporate priorities

- overseeing the department's corporate governance framework and the work of ELT sub-committees
- setting and exemplifying expectations about the department's culture, values and working environment.

Finance Committee

The Finance Committee meets monthly and as required, and is chaired by the Deputy Director-General, Corporate Services. Its role is to:

- provide governance over the department's financial resources
- develop the department's financial strategies
- review and coordinate the allocation of operating and capital budgets
- make recommendations to the Director-General on a range of financial issues.

Throughout the year, the Finance Committee:

- monitored the department's performance against fiscal targets
- decided on strategies to manage key departmental financial risks.

Strategic HR Sub-committee

The sub-committee meets every six weeks and is chaired by the Deputy Director-General, Arts and Heritage. It assists the department to discharge its duties under the *Public Service Act 2008* and other legislative requirements. This sub-committee also identifies and manages key challenges, opportunities and priorities affecting DES' people and culture. This includes providing strategic input into, and championing, key human resource initiatives across the department and in the divisions.

The Strategic HR Sub-committee considers strategic human resource matters, including:

- the department's human resources direction and annual priorities
- strategic workforce planning
- organisational design and associated changes
- department-wide change management programs
- organisational culture
- human resource reporting and analytics.

Key achievements this year include the:

- Diversity and Inclusion Strategy
- Anytime, Anywhere Workplace Transformation
- relationship with Job Access to improve accessibility
- 'Hot Tasks' to increase workforce capability and development
- Leadership Development Capability Framework
- LEAD4QLD framework
- talent mapping, identification and succession planning
- learning and development initiatives

- position description changes to increase focus on cultural capabilities
- Women in Leadership Program
- Women on Boards action plan.

Health and Safety Strategy Group

The Health and Safety Strategy Group meets every six weeks or as determined by the chair, Deputy Director-General, Queensland Parks and Wildlife Service and Partnerships. It is a key part of the department's workplace health and safety (WHS) governance arrangements, and helps the department discharge its duties under the *Work Health and Safety Act 2011*. The group makes recommendations and provides advice to the Director-General and ELT in relation to WHS strategy, governance, policy and procedures, and performance. This year, the group:

- championed and drove the department's WHS agenda
- developed and reviewed the department's Work Health and Safety Management System, including policies, procedures and programs, with a focus on continuous improvement
- promoted and consulted on health and safety matters across the department and between management and staff
- ensured risks to staff health and safety are reduced or mitigated as much as reasonably practicable
- reviewed critical incident briefings.

Digital Investment Sub-committee

The sub-committee meets monthly and is chaired by the Deputy Director-General, Science and Technology. Its role is to provide strategic leadership and ongoing governance of digital investments and strategies in DES, ensuring that all investments are aligned with whole-of-government priorities. In fulfilling its role, the sub-committee:

- provides oversight of the information and communication technology (ICT) governance framework to ensure appropriate controls exist over initiatives managed by the department
- assesses and determines investment priorities for digital initiatives and ICT service activities
- provides assurance that service performance standards of digital operations are efficient, effective and economical, meet the business requirements of the department and are aligned with whole-of-government ICT policies, standards and guidelines
- reviews the performance of the digital portfolio to ensure progress is appropriate, risks and issues are identified and addressed, and benefits are identified and monitored
- oversees supporting governance entities and digital working groups
- provides assurance that risks to information, applications and technologies are managed using an information security management system.

This year the sub-committee:

- considered and approved digital investment proposals including 15 concepts, five projects and five business cases
- introduced the Starting Up a New Initiative governance and delegations framework
- established governance groups on:
 - » digital strategy
 - » information protection security audit
 - » drones
 - » workforce mobility and flexibility
 - » information management
- oversaw the department's initiatives on the Queensland Government Digital Dashboard and internal ICT Datapoint dashboard
- maintained oversight of the department's at-risk digital systems.

Policy and Legislative Strategy Sub-committee

The Policy and Legislative Strategy Sub-committee met as determined by the Chair. Its role was to ensure that departmental policy and legislation development is of high quality, is exemplary in government, and defensible to community and stakeholders.

The sub-committee was initially chaired by the Executive Director, Science Strategy and Partnerships.

Key responsibilities of the sub-committee are to:

- drive a three-year strategic approach for policy and legislation activity
- develop and advocate for a departmental standard for policy and legislation development, and review and implementation processes
- provide oversight during the policy and legislation development of all priority projects and election commitments
- establish and implement processes to ensure the department is engaged with other agencies on policy and legislation development.

This year, the sub-committee:

- undertook an analysis of international jurisdictions with similar governance structures to Queensland, which have transformed their policy-making processes after undertaking comprehensive research of their experiences
- formed a policy working group to examine the research findings and recommendations on how best to improve the quality of policy advice provided within the department
- commenced the development of a policy/evaluation program to better connect policy processes with practice and implementation.

The role and purpose of the Policy and Legislative Strategy Sub-committee was reviewed in the first half of the year, as part of the implementation of the Designing DES process. In July 2019, it will be replaced by a new Policy and Insights Leadership sub-committee, which will be chaired by the Director-General and is scheduled to commence monthly meetings in August 2019.

The Policy and Insights Leadership sub-committee has been established to assist in advising and supporting the Director-General and the Executive Leadership Team (ELT) on DES policy professionalism, strategic policy development, and policy evaluation.

The sub-committee ensures that DES policy development processes and activities will be:

- consistently informed by the best available policy approaches, including demonstrated principles, methods, tools, and frameworks
- underpinned by science and research and other available robust knowledge and applicable evidence, citizen science, and exemplary consultation
- enabled by open and creative enquiry, commitment to complex problem-solving and a collaborative solutions focus
- informed by clarity of purpose, continuous reflection and feedback, phased review and formal evaluation, to deliver greater impact, value for money, and facilitate organisational learning
- supported by its organisational structure, staffing capabilities and operational culture to build whole-of-agency capacity for best practice and professionalised policy development, and critical analysis of strategic issues and challenges.

Compliance and Regulatory Strategy Group

The Compliance and Regulatory Strategy Group meets monthly and is chaired by the Deputy Director-General, Science and Technology. Its role is to ensure a consistent and best-practice approach to compliance and regulation across DES. The group also provides advice to the Director-General and ELT on innovative and evidence-based approaches to compliance.

This year, the group:

- shared compliance and regulatory information from across the department, raised awareness and connected departmental approaches
- completed a review of current compliance and regulatory activities in DES.

Audit and Risk Committee

DES' Audit and Risk Committee (ARC) meets quarterly and is chaired by a member from outside the department. It was established as required by section 35(1) of the Financial and Performance Management Standard 2009. ARC's role is to provide assurance and assistance to the

Director-General regarding the department's risk, control and compliance frameworks, external accountability responsibilities and integrity framework. The committee also has responsibilities in relation to financial statements, misconduct prevention, performance management, audits and reporting.

ARC is directly responsible and accountable to the Director-General, and has authority to:

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

The functions and role of the committee do not affect the statutory and regulatory duties and responsibilities of the Director-General, nor do they detract from management's responsibilities in corporate governance, internal control, fraud prevention and risk management.

ARC comprises internal and external members. The following external members were appointed by the Director-General and were remunerated for their services:

- Marita Corbett—ARC chair entitled to be paid \$3,000 (GST exclusive) per meeting to prepare for, and attend, up to five meetings per annum, up to a maximum of \$15,000 (GST exclusive) per calendar year.
- Peter Dowling—external member entitled to be paid \$600 (GST exclusive) per meeting to prepare for, and attend, up to five meetings per annum, up to a maximum of \$3,000 (GST exclusive) per calendar year.
- Karen Prentis—external member entitled to be paid \$600 (GST exclusive) per meeting to prepare for, and attend, up to five meetings per annum, up to a maximum of \$3,000 (GST exclusive) per calendar year.

The following departmental officers were also members of ARC in 2018–19, and are not remunerated for their roles on the committee:

- Director-General
- Executive Director, Southern Parks and Forests
- Deputy Director-General, Corporate Services
- Deputy Director-General, Arts and Heritage.

ARC convened four times during 2018–19, providing a forum for discussion between external members, the Director-General, senior management, Internal Audit Services and the Queensland Audit Office (QAO).

The ARC observed its terms of reference and had due regard to Queensland Treasury's *Audit Committee Guidelines*. It gave consideration to all audit recommendations by QAO, reviewed the implementation of external audit recommendations accepted by management and ensured that risks associated with audit findings were addressed.

Business and Corporate Partnership board

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

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

As at 30 June 2019, the BCP board comprised the Corporate Services Deputy Directors-General of DAF, DNRME and DES, as well as the Deputy Director-General, Digital Technology and Science from the Department of Housing and Public Works and the Director, Governance and Assurance, Department of Innovation, Tourism Industry Development and the Commonwealth Games.

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

Accountability and risk management

Internal audit

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

- developing an internal audit charter
- planning an internal audit program
- reporting internal audit issues
- managing the department's relationship with external audit
- supporting the Queensland Audit Office with its annual audit of agency financial statements.

These functions are provided to DES and three other departments under the BCP. This year, IAS delivered its role and responsibilities in line with the Internal Audit Charter and conformed with the *Audit Committee Guidelines* issued by Queensland Treasury.

IAS operates in accordance with an Internal Audit Annual Plan, a risk-based plan endorsed by the ARC and approved by the Director-General. IAS assists the ARC with independent assurance of its responsibilities, including risk management, internal controls, governance, performance and audit matters, which support the integrity of the financial statements. The internal audit function is independent of management and the external auditors.

This year, IAS completed the following reviews:

- Camping and Vehicle Access Permits Billing
- Corporate Card Expenses
- Contract (Supplier) Management
- Post MoG Policies and Procedures
- Grant Framework and Management
- Firearms Management
- Management of Cabinet-in-Confidence Information
- Commercial Tour Operators
- Financial Reporting
- Continuous Controls Monitoring—Corporate Card, Payroll, Purchases to Payables.

External scrutiny

Independent scrutiny of government performance may be carried out by a number of external entities. Significant external audits and reviews undertaken during the year are detailed below:

Queensland Audit Office—Follow-up of Managing water quality in Great Barrier Reef catchments (Report 16: 2017–18) (Tabled 26/06/2018)

(This review is included in the 2018–19 annual report as it was not captured in the 2017–18 reporting period).

In 2017–18, the Queensland Audit Office (QAO) performed a follow-up audit that examined whether departments have implemented the recommendations in Managing water quality in Great Barrier Reef catchments (Report 20: 2014–15). The QAO also assessed whether the actions taken addressed the underlying issues in that report. The department had accepted all five recommendations in the original report.

The QAO's follow-up audit found that the department had made significant efforts to address the original recommendations, with four fully completed and one partially completed. The audit scope covered DES, including the Office of the Great Barrier Reef.

The QAO's follow-up recommendations are:

1. acquit actual expenditure against planned investment for Queensland's Reef Water Quality Program, in future annual investment reports, to increase transparency and accountability
2. obtain reliable, timely and adequate practice change information from relevant industry groups to understand the progress made, measure the degree of practice change and account for outcomes for the public funds invested
3. work with the Commonwealth Department of Environment and Energy to refine over time the land management targets in the Reef 2050 Water Quality Improvement Plan 2017–2022 to define the increase in the percentage of riparian vegetation and the increase in stakeholder engagement targeted.

As at June 2019:

- Recommendation 1 was completed, with the Annual Investment Plan 2018–19 and the Annual Investment Report 2017–18 approved by the Director-General and the Minister and the reports published in February 2019
- Recommendation 2 was completed, with all practice change contracts having a standard clause requiring reporting of data to Paddock to Reef, with standard operating procedures in place
- Recommendation 3 is on track for completion by the end of January 2022.

Queensland Audit Office—Delivering shared corporate services in Queensland (Report 3: 2018–19) (Tabled 27/09/2018)

In 2018–19, the QAO assessed whether the Queensland Government's shared service providers were delivering value for money and positioned to successfully deliver into the future. The QAO reviewed whether a sample of shared corporate services providers was:

- guided by a clear whole-of-government shared corporate services strategy and governance structure
- delivering the right type and range of corporate services
- efficiently and effectively meeting customer and whole-of-government needs
- focused on continuous improvement and the future needs of customers.

The audit scope included the Corporate Administration Agency (CAA), and the BCP.

The following recommendations for Queensland Government shared corporate service providers are in progress and on track for completion by December 2019:

1. each Queensland Government shared corporate service provider is to formalise agreements with customers to clarify the type and range of services, performance standards and exit criteria
2. each customer of a Queensland Government shared corporate service provider is to contribute to driving the effectiveness and efficiency of shared corporate services within the Queensland Government
3. for each service provided:
 - » define a clear strategy, acknowledging external factors (such as innovation in service delivery models and technology), user demand and future funding challenges
 - » establish an understanding of the full cost per service
 - » establish and monitor standards for volume, quality and time
4. maintain a well-defined catalogue of services aligned to the Queensland Government's Business Service Classification Framework so that demand, efficiency savings and performance standards can be compared across providers
5. establish a transparent pricing strategy, if funded through fee for service, that includes efficiency, behavioural and sustainability objectives
6. work with the cross-government governance arrangement for the Queensland Government's shared corporate services to establish and maintain business, technology and people strategies that are aligned to the ongoing success of shared corporate services at the whole-of-government level.

Queensland Audit Office—Conserving threatened species (Report 7: 2018–19) (Tabled 13/11/2018)

In 2018–19, the QAO assessed whether Queensland public sector entities were effectively identifying, protecting and recovering Queensland's threatened species. The QAO focused primarily on DES, which has overall responsibility for those functions. The QAO assessed whether DES:

- identified and listed Queensland's threatened species
- is transitioning effectively to the Common Assessment Method (a nationally consistent method for assessing and listing threatened species)
- has strategies and plans in place to effectively protect threatened species and their habitat
- is effectively monitoring and reporting on threatened species outcomes.

The QAO found that the department's response to conserving threatened species lacked cross-program coordination and was unlikely to effectively conserve and recover many threatened species. QAO recommended the department:

1. proactively nominate species for listing or reclassification under the Nature Conservation (Wildlife) Regulation 2006—classification reviews should be periodical
2. review the *Nature Conservation Act 1992* to ensure timely listing of threatened species—this should include amending the legislation so that the Minister's decision of whether to add, delete or reclassify a species is reflected in the Nature Conservation (Wildlife) Regulation 2006 within a specified timeframe after receiving the Species Technical Committee's recommendation
3. increase the transparency of the threatened species assessment process by publishing online
4. further develop and implement its draft project governance framework and project plan for the Common Assessment Method project, to ensure the department meets all its obligations under the Memorandum of Understanding
5. review the classification status of Queensland's native species currently listed in the Nature Conservation (Wildlife) Regulation 2006, to prepare for the transition to the Common Assessment Method
6. develop an integrated and comprehensive conservation strategy for Queensland to meet the requirement of the *Nature Conservation Act 1992*
7. monitor and report on the population and trends of threatened species.

Recommendation 4 is complete, with a project governance framework and project plan finalised in December 2018. Recommendation 2 is partly complete—the review of the *Nature Conservation Act 1992* has been completed and a Bill proposing the amendment of the Act is currently under Parliamentary committee consideration. All other recommendations are on track to be completed between 2019 and 2022.

Crime and Corruption Commission—Managing corruption risks associated with secondary employment (August 2018)

This year, the Crime and Corruption Commission (CCC) evaluated departments and statutory bodies across two ‘scope areas’:

- managing secondary employment risks
- dealing with (i.e. investigating) secondary employment matters.

The QPWS component of the department was included in both scope areas.

The CCC report found that QPWS had the best fraud and corruption risk management practices of the eleven agencies reviewed in the audit. The report went on to recommend that DES take action in relation to two of the eight generic areas for improvement: corruption risk assessment and detection control mechanisms.

As a result, the department plans to:

- include secondary employment as a specific issue in the next DES fraud risk assessment process
- investigate advanced analytical techniques to identify potential undeclared secondary employment of staff.

Crime and Corruption Commission—Review of non-reportable corrupt conduct

This year, the CCC commenced an audit of departments’ non-reportable corrupt conduct matters with a view to potentially making changes to directions issued by the CCC under section 40 of the *Crime and Corruption Act 2001*. The audit has not yet been finalised.

National Association of Testing Authorities—Chemistry Centre Laboratories

This year, the National Association of Testing Authorities, Australia (NATA) undertook an audit of chemistry centre laboratories. NATA is responsible for accrediting laboratories, inspection bodies, calibration services, producers of certified reference materials and proficiency testing scheme providers throughout Australia. It provides independent assurance of technical competence through an established network of best practice industry experts for customers who require confidence in the delivery of their products and services.

DES’ laboratory accreditation was maintained following the audit, with the auditor noting that the chemistry centre was, ‘analytically one of the best labs I have ever audited’.

Risk management

The department continues to strengthen its risk management practices. Our risk management policy and framework, based on the international risk management standard ISO 31000:2018 and Queensland Treasury’s risk management guidelines, ensure risks are managed consistently across the department.

The department’s risk appetite statement is applied to all risk management decision making, encouraging prudent risk-taking and escalation. Key strategic risks and opportunities are identified as part of our annual strategic planning process. All business areas identify risks that may impact on their business objectives as part of their business planning. These challenges are maintained in the enterprise risk register, which covers both operational and strategic risks.

Risks are reviewed regularly to monitor the progress of risk treatments and the overall efficiency of controls. The Three Lines of Defence framework provides clarity on identifying and improving appropriate controls that contribute to the management of risk. Significant risks are reported quarterly at the ARC.

During the year, we have increased accessibility to the enterprise risk register and further developed the existing risk awareness culture of the department.

Control self-assessments

The department undertakes control self-assessments to enhance its risk management and governance processes, and provide assurance that it is meeting its internal control and risk management obligations. The assessments are a first-line system of checks and balances for business areas to safeguard against fraud and corruption, and ensure compliance. They complement IAS and QAO audits by focusing on frequently used, lower-risk systems, assets and processes, particularly those involving financial transactions.

Legislative Compliance Framework

The department’s Legislative Compliance Framework identifies legislation for which DES has compliance responsibility, assigns primary responsibility within the department and sets out a process for compliance reporting. The framework includes criteria for breaches of legislative responsibility.

Recordkeeping

The department has a comprehensive records management framework that is consistent with the *Public Records Act 2002*, *Public Service Act 2008* and the Queensland State Archives Records Governance Policy. The framework includes:

- appraisal and disposal programs
- recordkeeping policies
- management of legacy paper records (both internal and off-site)
- digital delivery of legacy records
- electronic document and records management systems
- records training and support
- records appraisal of business systems
- an active program of transfers to Queensland State Archives.

eDOCS is the corporate document and records management system for all DES functions, except for the Arts and CAA functions that use Micro Focus Content Manager (formerly HP Content Manager and HP Trim). All documents are held in file structures with appropriate security access according to the Information Security Policy. There have been no serious security breaches of this system.

Our Digital Recordkeeping Futures plan outlines the key strategic directions for recordkeeping in the department. Our approach supports business areas applying new technologies to maximise the use of digital records in business processes.

The department captures high value records from business systems and other desktop applications into the corporate recordkeeping system. We also apply new technology to automate access, security, integrity and preservation where possible. For example, records stored on SharePoint are identified and harvested automatically into eDOCS. There is an ongoing program to ensure digital recordkeeping requirements are met when new business systems are acquired and old business systems are decommissioned.

Our Digitisation Disposal Policy guides the disposal of paper after it has been digitised and saved into eDOCS or other approved business systems. Paper recordkeeping has declined and legacy paper records are being digitised. The number of records transferred to off-site storage has also declined and current holdings are being reviewed to identify records for disposal.

Departmental records are covered by a number of approved retention and disposal schedules, reviewed in 2018 following the last machinery of government changes:

- Environment QDAN 733
- Parks QDAN 740
- Heritage Conservation QDAN 741.

In addition, Queensland State Archives subsequently approved the use of the University Sector Retention and Disposal Schedule for the department's science function.

Information systems

The department maintains a number of critical information systems to support its services, including:

- Wetland/Info—first-stop-shop for wetland management resources in Queensland
- Coastal Data System—wave and storm tide information from remote monitoring stations
- Strandnet—information relating to stranded animals
- National Parks Booking System—easy public access to National Parks camping and vehicle permits services
- Living Heritage Information System—information related to places on the Queensland Heritage Register, as well as other places of cultural heritage significance around the state

- Littering and Illegal Dumping Online Reporting System—allows members of the public to report littering or illegal dumping online
- HerbreCs—taxonomic and herbarium specimen data on Queensland's flora
- Corporate systems—managing correspondence, finances and human resources
- DES intranet and internet—information and services to employees and the public.

This year, we also developed new systems to improve information access and services:

- Augmented Ranger Mobile App 'MyRanger'—to enrich visitors' engagement, experiences and understanding of National Parks
- Wildlife Platform—to increase the quality and availability of information related to wildlife sightings (in particular crocodiles)
- Queensland Waste Disposal Levy System—to support legislative arrangements for a waste disposal levy, including recording of waste data and reconciliation with levy liabilities.

Our people

Workforce profile

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

Our workforce statistics as at 30 June 2019*

2,977.79 Full time equivalents (FTEs)

3,115 Headcount

84.41% Permanent (2,513.64 FTE)

13.80% Temporary (410.84 FTE)

1.23% Contract (36.6 FTE)

0.56% Casual (16.71 FTE)

**The FTE figure reflects Minimum Obligatory Human Resource Information (MOHRI) collected and reported by the Queensland Public Service Commission as at 30 June 2019.*

45 years old Average age of permanent employees

50.05% Women headcount (1,539/3,121 total active/paid actual staff)

49.95% Permanent (2,513.64 FTE)

62 years old Average retirement age

4.69% Permanent separation rate

49% Employee opinion survey response rate

Workforce planning

We are committed to strategic workforce planning and strategies to attract and retain a workforce that is inclusive, diverse, engaged, agile and high performing. To meet the challenges of the future, the department is focused on key areas including:

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

Talent acquisition

Onboarding

All new employees undertake an induction process to:

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

The induction process includes online courses for new employees:

- Introductory Onboarding module
- Code of Conduct
- Emergency Safety
- Workplace Health and Safety
- Fraud and Corruption Awareness
- Starting the Journey
- Privacy Awareness
- Procurement 101
- Domestic and Family Violence Awareness.

Career pathway programs

The department supports a range of career pathway programs to ensure we have the right people with the right skills in the future. In the 2019 graduate program, eight graduates from a range of disciplines undertook a structured leadership development program with exciting, challenging and rewarding opportunities.

Work placement opportunities were also provided for 14 university students as part of their degree requirements. These students came from a range of disciplines including environmental management and law. Students were given opportunities to apply their knowledge and skills, gain valuable workplace experience, and learn about careers available in the department.

Maximising performance

Planning for performance

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

The department has a range of tools and support mechanisms to assist managers and employees to have

meaningful conversations about development. Employees are encouraged to consider a range of development options, including on-the-job training, relieving, short-term projects, coaching and mentoring, as well as participation in formal training activities.

Reward and recognition

The department values its employees and recognises that their success and achievements contribute to the department's high performance. A Reward and Recognition Framework supports a workplace culture that motivates and rewards behaviours through the acknowledgement of successes, achievements and employment milestones. Formal initiatives supported under this framework include:

- DES Excellence Awards
- Australia Day Achievement Awards
- Public Service Medals
- Premier's Awards for Excellence in Public Service Delivery
- Director-General's Safety Behaviour Awards
- Certificates of Service.

Supervisors and managers are also encouraged to informally recognise the value and contributions their staff bring.

2018 DES Excellence Awards

The 2018 DES Excellence Awards included six award categories upon which nominated teams, initiatives and individuals were judged. Outstanding nominations were also considered for the special Director-General's Award. Out of the 74 nominations received, there were 9 winners and 11 finalists announced at an awards presentation in Brisbane in August 2018. Winners in the DES Excellence Awards were also entered into the 2018 Premier's Awards for Excellence.

Customer Focus

Smithfield Mountain Bike World Championships, Queensland Parks and Wildlife Service for successfully delivering this international event, which showcased the Smithfield Conservation Park to the world as a best-practice mountain biking destination.

Inclusion

Conor Harrington, Conservation and Sustainability Services for playing an instrumental role in creating and supporting a culture of inclusion through participation in the Aboriginal and Torres Strait Islander Employee Resource Group.

Innovation

Fort Bribie Drone Survey 2018, Queensland Parks and Wildlife Service for innovatively using technology to preserve historic sites or artefacts and engage and educate visitors.

Leadership

Office of the Great Barrier Reef, Environmental Policy and Planning for transforming the way Queensland responds to the challenge of poor water quality flowing to the Great Barrier Reef.

Performance

Linc Energy Litigation and Investigation Team, Environmental Services and Regulation for delivering the largest and most complex environmental investigation ever conducted in Queensland's history, leading to a successful prosecution and conviction.

Sustainability

Queensland's Plastic Bag Ban, Environmental Policy and Planning for successfully developing and implementing this high-profile and complex initiative, which involved legislative reform, consultation and collaboration and a broad-scale communication program.

Director-General's Award

Bioavailable Particulate Nutrients Project Team, Science for developing innovative techniques to measure and model the contribution of the source of bioavailable nitrogen to the Great Barrier Reef.

Reducing wildfire costs and risks with remotely operated cameras, Queensland Parks and Wildlife Service for protecting more than 700,000 hectares of national park and State forest by installing cameras that rapidly detect the earliest signs of fire and provide accurate cross bearings that reveal the exact location of a fire.

Regional Arts Service Network, Arts Queensland for fostering, facilitating and promoting the sustainable growth and development of regional arts across Queensland, through consultation, engagement and supporting local service delivery.

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

The department expects all employees to demonstrate high ethical standards and values. These are clearly explained in the Code of Conduct and are underpinned by the ethical principles set out in the *Public Sector Ethics Act 1994*:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

To ensure all employees are aware of expected behavioural standards, all new employees are required to complete Code of Conduct training as part of their induction. Refresher training occurs at regular intervals. Face-to-face information sessions on appropriate workplace behaviour are also delivered to employees. The sessions assist employees to recognise inappropriate behaviour in the workplace, identify who has responsibility for addressing the behaviour and consider ways it could be addressed.

Building capability

The department supports staff to develop critical skills and assists them in their career development. We coordinate and deliver a broad range of training and development opportunities for our staff, using the 70:20:10 model of

learning and development. Opportunities cover technical, management and leadership development, as well as business and interpersonal skills.

Employees have access to a range of other opportunities, including further education, conferences and seminars. Staff also make use of on-the-job development opportunities through self-directed learning, stretch projects, secondments and higher duties arrangements.

For example, in 2018–19 the department continued to address the attraction and retention of rangers through the Ranger Development Framework and the implementation of the accredited training program for rangers.

Mentoring programs

This year, we launched three mentoring programs for (1) all staff (2) women in leadership and (3) Aboriginal employees and Torres Strait Islander employees. These programs attracted 200 nominations and included mentors from all levels of leadership within the department and from other departments. Mentors focused on building confidence, capability and capacity. Employees who were not matched in a mentoring partnership will be receiving additional development opportunities with our mentoring program provider.

Leadership and management development

We recognise the vital role our leaders and managers plan in building our people capability. The department continues to identify talent and meet its succession needs by developing our employees' leadership and management capabilities. The LEAD program builds the foundational leadership capabilities of employees with or without team responsibilities. The program uses a combination of face-to-face training, online learning, coaching and on-the-job activities. It helps employees build knowledge and skills in working with people, self-awareness and driving outcomes in the workplace. This year, 58 employees completed the program.

In 2018–19, 67 employees completed the People Matters program. This is a three day, hands-on development program that equips emerging leaders with foundational leadership skills to support their journey into management. The program covers important skills such as managing people, performance and change, and recruitment and selection.

A diverse and inclusive culture

We are working to create a diverse and inclusive workplace that truly reflects the communities in which we live and serve. Such a workplace embraces differences of thought and life experience. Our efforts to build an inclusive culture that supports diversity are supported by various plans, including the Cultural Capability Action Plan, Reconciliation Action Plan and Disability Service Plan.

Outlined right is the percentage of our workforce that identifies with our Equal Employment Opportunity groups.

3.11%	Aboriginal people and Torres Strait Islander people
3.14%	People with a disability
7.31%	People from a non-English speaking background
43.38%	Women in senior leadership roles (CEO, SES, SO)

The department has a number of Employee Reference Groups, made up of staff who identify or have an interest in diversity. These groups are supported by senior leaders who act as champions. Some of the groups' key achievements during 2018–19 include:

- supporting participation in NAIDOC week
- developing an Access Ability intranet page and action plan with practical activities to improve employment outcomes for people with a disability
- celebrating Queensland Women's Week with events in Brisbane and Cairns on the topic #balanceforbetter
- supporting employees to participate in the annual Brisbane Pride Rally and March in September 2018 and a liaison program, training people to support their LGBTIQ+ colleagues.

Taking a stand against domestic and family violence—Not now, not ever. We're putting an end to domestic violence.

In 2018–19, we achieved accreditation as a White Ribbon Workplace, demonstrating our commitment to preventing violence against women. The department is working to embed White Ribbon principles by promoting a respectful workplace culture and providing support to those employees whose lives are affected by domestic and family violence. Major departmental milestones in the accreditation journey included:

- publishing a domestic and family violence policy and related guides for managers and other employees on their roles and responsibilities
- communicating external referral services and the support available from the department's Employee Assistance Service for those employees affected by violence
- providing face-to-face domestic and family violence training courses for managers and supervisors, with 84% of our leaders trained
- encouraging all employees and contractors to complete the online Recognise, Respond, Refer training course, with almost 40% of our people trained
- finalising a plan to manage the risks of violence or abuse against employees.

We also engaged with the issue of domestic and family violence in the community by:

- supporting the Allison Baden-Clay Foundation with the Strive to Be Kind speaking event and fundraiser, with the Department of Local Government, Racing and Multicultural Affairs and the Department of Aboriginal and Torres Strait Islander Partnerships

- fundraising by DES staff, including a departmental Hi Vis Day that resulted in over \$1,700 for two women's shelters
- attending the White Ribbon Breakfast and joining the Coffee for a Cause initiative to raise \$1,125 by DES staff for White Ribbon Australia
- attending the Remembrance Candle Lighting Ceremony at Kangaroo Point in May 2019
- taking part in the Australian CEO Challenge Darkness to Daylight event in 2019, promoting awareness and raising over \$4,900 for frontline support services.

Flexible working arrangements

Providing flexible working arrangements is a key enabler of an inclusive and productive workplace. In the 2018 Working for Queensland Survey, more than half the respondents reported positively about their ability to access and use flexible work arrangements. Since then, the department has been working to implement the Public Service Commission's Flexible by Design framework.

The department simplified its flexible work policy and procedure to enable employees to easily navigate flexible work options. The range of flexible work arrangements now available to staff supports a diverse workforce and enables employees to balance work and personal demands. The department aims to achieve cultural change by challenging assumptions and myths about flexible work. Initiatives this year included:

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

Our Workforce Health and Safety team is putting flexible work arrangements into practice every day with two team members working from a regional office, three working from home one day a week and one team member working part time. The team undertook a team-based approach to find working arrangements that suited both the personal needs of the employee and the business needs of DES. The team uses a number of technologies including skype, email, phones and Office 365 Teams to stay connected throughout the day. With the support of their manager, the team will continue to seek ways to balance their work and life integration to achieve a productive, happy and safe workplace.

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

During the year, we continued to develop our focus on managing workplace risks. A review of the department's Safety Strategy was completed to align with the whole-of-government *Be healthy, be safe, be well* framework. A new safety behaviour initiative aimed at injury prevention

was released and continues to build momentum across the department.

Key initiatives completed this year include:

- continued promotion of the department's safety behaviour and injury prevention initiative The Safe 7, encouraging employees to focus on seven key behaviours, beliefs and attitudes regarding their own safety and the safety of others
- enhancing our positive safety culture by hosting the Director-General's Safety Behaviour Awards during Work Safe Month (October 2018)
- strengthening the skills and capability of our safety personnel by hosting the Annual Trained Safety Advisor Network Workshop with a focus on incident management, incident investigations and recordkeeping
- continuing our wellness program, ensuring employees have access to skin cancer checks, flu vaccinations, mental health awareness sessions, nutritional information, financial fitness seminars and corporate memberships for health insurance
- offering support services to all employees and their families for people affected by domestic and family violence
- commencing an external review of our workplace health and safety system and practices.

Industrial and employee relations framework

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

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

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

Early retirement, redundancy and retrenchment

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

How to contact us

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

Head office

1 William Street
Brisbane Qld 4000

Post

GPO Box 2454
Brisbane Qld 4001

Websites

Environment and Science

www.des.qld.gov.au

Office of the Queensland Chief Scientist

www.chiefscientist.qld.gov.au

Arts Queensland

www.arts.qld.gov.au

Email





info@des.qld.gov.au

Office locations


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

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


Social media

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





Heritage

-  www.instagram.com/qldheritage






Great Barrier Reef

-  www.facebook.com/GBRQLD





Queensland National Parks

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

Arts Queensland

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

Science

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

Appendix 1—Legislation administered by the department

Legislation administered by DES as at 30 June 2019

- *Biodiscovery Act 2004*
- *Cape York Peninsula Heritage Act 2007* (except to the extent administered by the Minister for Natural Resources, Mines and Energy)
- *Coastal Protection and Management Act 1995*
- *Environmental Offsets Act 2014*
- *Environmental Protection Act 1994*
- *Fisheries Act 1994* (as it relates to Fish Habitat Areas)
- *Forestry Act 1959* (jointly administered with the Minister for Agricultural Industry Development and Fisheries)
- *Gene Technology (Queensland) Act 2016*
- *Lake Eyre Basin Agreement Act 2001* (to the extent that it is relevant to environmental matters)
- *Libraries Act 1988*
- *Marine Parks Act 2004*
- *National Environment Protection Council (Queensland) Act 1994*
- *Nature Conservation Act 1992* (except to the extent that it is relevant to demonstrated and exhibited native animals) (jointly administered with the Minister for Agricultural Industry Development and Fisheries)
- *Newstead House Trust Act 1939*
- *North Stradbroke Island Protection and Sustainability Act 2011*
- *Queensland Art Gallery Act 1987*
- *Queensland Heritage Act 1992*
- *Queensland Museum Act 1970*
- *Queensland Performing Arts Trust Act 1977*
- *Queensland Theatre Company Act 1970*
- *Recreation Areas Management Act 2006*
- *Tweed River Entrance Sand Bypassing Project Agreement Act 1998*
- *Waste Reduction and Recycling Act 2011*
- *Water Act 2000* (Chapter 3, and to the extent relevant to Chapter 3, Chapters 5, 6 and 7); (Chapter 8, Part 5, jointly administered with the Minister for Natural Resources, Mines and Energy)
- *Wet Tropics World Heritage Protection and Management Act 1993*

Acts repealed in 2018–19

Nil to report

Legislation passed in 2018–19

Waste Reduction and Recycling (Waste Levy) Amendment Act 2019

Nature Conservation (Special Wildlife Reserves) and Other Legislation Amendment Act 2019

Appendix 2—Queensland Heritage Council

Background

The object of the *Queensland Heritage Act 1992* (the Heritage Act) is to provide for the conservation of the state's cultural heritage for the benefit of the community and future generations. The Heritage Act also establishes the Queensland Heritage Council, comprising 12 members.

The Heritage Council is a statutory authority with a range of responsibilities, including the provision of independent advice to the Queensland Government on strategic and high priority matters relating to Queensland's cultural heritage.

The Heritage Council's principal functions are to:

- act as decision-maker for places entered in, or removed from, the Queensland heritage register
- provide strategic advice to the Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts about matters relating to Queensland's cultural heritage
- provide information to the community to encourage interest in, and understanding of, Queensland's cultural heritage
- provide advice to government entities and community organisations about conserving Queensland's cultural heritage
- make recommendations to relevant ministers about development by the state of heritage places
- provide heritage advice to the planning chief executive, government entities and community organisations, encouraging the appropriate management of places of cultural heritage significance
- provide other functions delegated to the Heritage Council by the Minister.

In performing its functions, the Heritage Council must act independently, impartially and in the public interest.

The Department of Environment and Science (the department) supports and funds the operations of the Heritage Council. The department's Heritage Branch provides professional, administrative and technical assistance to support the Heritage Council's key functions.

Heritage Council members are remunerated in accordance with the *Remuneration of Part-Time Chairs and Members of Government Boards, Committees and Statutory Authorities* as approved by the Governor in Council.

Membership

The Governor in Council appoints the 12 Queensland Heritage Council members. The Heritage Act establishes that five members must be appointed to represent specific organisations, while the remaining seven members are appointed for their knowledge, expertise and interest in

heritage conservation. Terms of appointment are up to three years and total continuous service by any individual on the Heritage Council must not exceed six years.

In appointing the current Heritage Council, careful consideration was given to the Queensland Government's target of improving gender equality on representative boards. The Government has set an ambitious gender equity target of 50% representation of women on Queensland Government bodies by 2020. Eight of the current eleven Heritage Council members are women.

At 30 June 2019, membership of the Heritage Council included:

- Ms Debbie Best, Chair (expert representative)
- Cr George Seymour, Deputy Chair (expert representative)
- Mr Andrew Ladlay (National Trust of Australia, Queensland representative)
- Ms Tanya Neville (property owners and managers representative)
- Ms Ann-Marie Allan (Queensland Council of Unions representative)
- Cr Judy Peters (Local Government Association of Queensland representative)
- Ms Alice Hampson (expert representative)
- Ms Kathy Davis (expert representative)
- Dr Katie McConnel (expert representative)
- Ms Judy Brien (expert representative)
- Mr Andrew Barnes (expert representative)
- Vacant—rural industries representative.

On behalf of the Council, the Chair welcomes new members, Mr Andrew Ladlay, Ms Ann-Marie Allan and Mr Andrew Barnes, and warmly acknowledges the contribution of former members Dr Val Dennis (National Trust of Australia, Queensland representative), Mr Anthony Ross (rural industries representative) and Mr Bill Marklew (Queensland Council of Unions representative), who completed their service on 31 December 2018.

Strategic direction

The *Queensland Heritage Strategy: protecting, investing in and connecting Queensland's story* (the heritage strategy) sets out the strategic framework for managing the state's heritage.

The directions, supporting strategies and priority actions outlined in the heritage strategy provide clear guidance on the responsibilities and leadership of the Heritage Council and the role it plays, in collaboration with government and the community, in implementing the heritage strategy.

In 2018–19, the Heritage Council prioritised three key areas as a particular focus:

- Outreach and engagement—exploring innovative ways in which heritage can be effectively communicated to raise its profile and community interest
- Heritage tourism—identifying and supporting programs and activities in regional Queensland connecting heritage and tourism through storytelling, while providing new and unique experiences at heritage places
- Heritage funding—examining mechanisms to provide funding and investment to protect heritage places.

A further key concern for the Heritage Council is advocating on behalf of the community to ensure legislative and regulatory frameworks provide sufficient enforcement powers for heritage places to be properly conserved and protected.

In October 2018, the Heritage Council met with the Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts and the Director-General, Department of Environment and Science to discuss the challenges, pressures and opportunities for Queensland's heritage.

The Heritage Council looks forward to continuing to work collaboratively with the Minister and the department to explore and progress important priorities that align with its own strategic objectives, including those established under the Minister's Heritage Working Group. These include a Revolving Heritage Fund, a covenant program to protect and conserve historic places and regional tourism projects.

Heritage Council Chair, Ms Debbie Best has actively maintained a commitment to meeting with the Directors-General of Queensland Government departments to discuss their approach to managing state heritage-listed assets.

The Heritage Council will continue to work with community, government and owners to ensure the best outcome and protection of the state's heritage assets.

The Queensland Heritage Register

The Queensland Heritage Register is the primary mechanism in the Heritage Act for the protection of Queensland's heritage. A principal function of the Heritage Council is to decide applications in relation to the Heritage Register. Each application is carefully considered by the Heritage Council to ensure the Heritage Register is a representative and comprehensive state-wide record of Queensland's historic heritage. Close engagement with owners and custodians of heritage places, local government and local communities is an essential aspect of this process.

Applications from the community demonstrate the sustained interest in protecting Queensland's heritage and the diverse range of historic places valued by the community across the state. The number of places on the Heritage Register at 30 June 2019 totalled 1,770.

In 2018–19, the Heritage Council made decisions on all applications to the Queensland Heritage Register within statutory timeframes.

Of the 34 decisions made on applications, 25 new state heritage places were entered in the Heritage Register.

Places entered

- Allan State School (former), Sandy Creek
- Bedourie Pisé House and Aboriginal Tracker's Hut, Bedourie
- Buderim Mountain State School, Buderim
- Duaringa State School, Duaringa
- Dutton Park State School, Dutton Park
- Enoggera State School, Enoggera
- Ernest Junction Railway Tunnel, Molendinar
- Feniton, New Farm
- Geebung State School, Geebung
- Gympie State High School, Gympie
- Hamilton State School, Hamilton
- Heavy Anti-Aircraft Gun Station 385, Lytton
- Ironside State School, Saint Lucia
- Kelvin Grove State College, Kelvin Grove
- Kuranda Fig Tree Avenue, Kuranda
- Laurel Bank Park, Toowoomba City
- Mitchelton State School, Mitchelton
- Redcliffe State High School, Redcliffe
- Rewan Police Horse Breeding Station (former), Rewan
- Roadvale State School, Roadvale
- Sarina Air Raid Shelter (former), Sarina
- Silkstone State School, Silkstone
- Spinifex State College Junior Campus, Mount Isa
- Wavell State High School, Wavell Heights
- Wee MacGregor tram and rail complex and the former towns of Ballara and Hightville, Kuridala

Places entered as additional land to existing entry

- Brisbane State High School, South Brisbane
- Maytown, Palmer
- Redland Bay State School, Redland Bay
- St John's Wood and Service Wing, Ashgrove

Places not entered

- 'Emerald Fringe' of Coochiemudlo Island
- Holland Park State School, Holland Park

Place removed

- Chemist—60 Churchill street, Childers

Places partly removed (part of the site)

- Palmer Goldfield Mining Landscape, Palmer
- Wild Irish Girl Mine and Emily Battery, Palmer

Place removed (as a destroyed place)

- The Grand Hotel, Hughenden
- Victoria Park Hotel, Townsville

Register entries revised through consent of the Heritage Council and place owners

- Toowong Memorial Park, Toowong
- Paroo Shire Honour Board, Cunnamulla
- Railway Workshops, Rockhampton
- Rockhampton Botanic Gardens, Rockhampton
- Rockhampton War Memorial, Rockhampton
- Gaydon's Buildings, Childers

Notable new entries this year include:

- Wee MacGregor tram and rail complex and former towns of Ballara and Hightville—important in demonstrating the major role of copper mining in the Queensland economy in the early 20th century and the importance of railways to the economic viability of remote mines. Located in the Argylla Ranges between Cloncurry and Mount Isa in North West Queensland, the place includes the sites of two abandoned mining towns, Hightville and Ballara.
- Feniton House New Farm—important in demonstrating architect Robert Smith (Robin) Dods' contribution to the evolution of Queensland's architecture. Built in 1906, the house is important for its Federation aesthetic, successfully combining arts and crafts and classical elements.
- Kuranda Fig Tree Avenue (established 1931)—important in demonstrating the development of tourism in Far North Queensland in the interwar period. The 27 mature fig trees are located on both sides of the main street, forming an impressive avenue effect due to their curtain roots, substantial trunk and overarching canopies.
- Laurel Bank Park, a privately-owned garden established in 1904 and gifted to the Toowoomba City Council in 1932 for use as a public park. The park's collection of mature and established cooler climate trees is thought to be the most extensive in Queensland.
- Bedourie Pisé House and Aboriginal Tracker's Hut, a place containing a rare surviving example of a pisé de terre (rammed earth) building from 1897, once common in central-western Queensland. The Tracker's Hut is an important example of the type of rudimentary accommodation provided for Aboriginal trackers from the 1870s until the 1950s.

During 2018–19, the Department of Education continued its ongoing proactive approach to identifying and protecting its heritage assets through the Queensland Schools Heritage Strategy. These schools are important in demonstrating the evolution of public education in

Queensland and its associated architecture. A number of state schools have been entered in the Heritage Register, including Kelvin Grove State College (1875), Dutton Park State School (1884) and Silkstone State School (1915).

The Queensland Heritage Council congratulates the Department of Education on its ongoing, proactive and exemplar approach to identifying and protecting its heritage assets through the Queensland Schools Heritage Strategy.

Development Advice

Since July 2017, the *Planning Act 2016* (Planning Act) has required that the Heritage Council's view be sought before decisions are made on development applications that are likely to destroy or substantially reduce the cultural heritage significance of a place on the Heritage Register. Expanded functions of the Heritage Council under the Heritage Act also allow it to give advice about the effect any development application will have on the cultural heritage significance of places on the Heritage Register.

Under the Heritage Act, the Heritage Council also plays an important role in providing advice to the responsible Ministers for development of heritage places proposed by the Queensland Government.

Priority Development Areas (PDA) that include heritage places are a particular focus of attention for the Heritage Council. In 2018–19, the Heritage Council engaged closely with Economic Development Queensland (responsible for assessing or advising on PDA development) in relation to the Herston Quarter and Bowen Hills PDAs.

Across Queensland there is a considerable range of large-scale development and infrastructure projects currently proposed or underway involving activities on, or adjacent to, state heritage places. These projects can be progressed under a number of different development assessment frameworks. The Heritage Council are alert to the potential for impacts on cultural heritage significance and are committed to proactively engaging with development proponents, owners and assessment authorities to seek positive outcomes that balance new development, adaptive reuse and conservation opportunities.

Meetings

The Heritage Council met on 12 occasions this financial year:

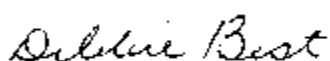
- **2018:** 27 July, 23 and 24 August, 25 and 26 October and 30 November
- **2019:** 1 February, 1 and 29 March, 3 and 31 May, 28 June.

The Heritage Council visited Toowoomba in August 2018. Members met with councillors and officers of the Toowoomba Regional Council. Members also met with heritage owners and custodians and inspected local heritage places including the Empire Theatre, an outstanding example of art deco theatre architecture, and the 1859 Royal Bull's Head Inn at Drayton.

Key activities

During 2018–19, the Heritage Council:

- entered 25 new places in the Queensland Heritage Register
- provided five recommendations to the responsible Ministers in respect of the development of heritage places proposed by the Queensland Government
- provided one recommendation to the Chief Executive Officer of the Cross River Rail Delivery Authority in respect of the development of a heritage place
- provided advice to the Department of State Development, Manufacturing, Infrastructure and Planning on four Planning Act development applications involving heritage places.
- provided representatives to the:
 - » independent expert panel for the New Performing Arts Venue at the Queensland Cultural Centre
 - » assessment panel for round three of the Queensland Government's Community Sustainability Action grants
 - » Heritage Chairs and Officials of Australia and New Zealand annual meeting in New Zealand
 - » 100th Australian Heritage Council meeting in Canberra
 - » Australian Heritage Tourism conference in Adelaide
 - » National Trust of Australia (Queensland) conference in Ipswich
- sponsored and contributed to a number of Open House events across the state, including Bundaberg, Gold Coast and Brisbane.



Debbie Best

Chair, Queensland Heritage Council

Appendix 3—Litigation 2018–19

The department seeks to ensure compliance with its environmental legislation by working with industry and individuals to promote sustainable behaviours. We have a strong record of enforcement and prosecution where there are significant breaches of legislation. The table below highlights significant prosecutions in 2018–19.

Matter	Date	Charge	Penalty
LIT1695	17 July 2018	One charge of bringing dogs into a recreation area and such dogs not being under control, contrary to section 122(1) of the <i>Recreation Areas Management Act 2006</i> .	\$300 fine \$250 legal costs No conviction recorded
LIT1672	19 July 2018	Two charges of contravening a condition of an environmental authority, contrary to section 430(3) of the <i>Environmental Protection Act 1994</i> .	\$68,000 fine \$1,500 legal costs \$2,081.10 investigation costs No conviction recorded
LIT1713	20 July 2018	Two charges of contravening a condition of an environmental authority, contrary to section 430(3) of the <i>Environmental Protection Act 1994</i> .	\$12,000 fine \$1,500 legal costs \$9,064 investigation costs No conviction recorded
LIT1679	27 July 2018	One charge of wilfully contravening a condition of an environmental authority, contrary to section 430(2) of the <i>Environmental Protection Act 1994</i> . One charge of wilfully and unlawfully causing serious environmental harm, contrary to section 437(1) of the <i>Environmental Protection Act 1994</i> .	\$160,000 fine \$2,215.68 legal costs \$2,044.33 investigation costs No conviction recorded
LIT1732	14 August 2018	One charge of entering or using a marine park for a prohibited purpose, contrary to section 109(1) of the <i>Marine Parks Regulation 2006</i> .	\$1,800 fine \$1,500 legal costs \$1,743 investigation costs No conviction recorded
LIT1681	7 September 2018	Six charges of wilfully contravening a condition of an environmental authority, contrary to section 430(2) of the <i>Environmental Protection Act 1994</i> .	\$250,000 fine \$1,500 legal costs \$2,000 investigation costs Conviction recorded
LIT1681	7 September 2018	Six charges of failing to ensure that a company complied with obligations under the <i>Environmental Protection Act 1994</i> , contrary to section 493 of the <i>Environmental Protection Act 1994</i> .	\$50,000 fine No conviction recorded
LIT1689	26 September 2018	One charge of wilfully and unlawfully causing serious environmental harm, contrary to section 437(1) of the <i>Environmental Protection Act 1994</i> .	\$75,000 fine \$1,500 legal costs \$3,115.10 investigation costs No conviction recorded
LIT1737	15 October 2018	One charge of littering, contrary to section 103(1) of the <i>Waste Reduction and Recycling Act 2011</i> .	Convicted, but not further punished No conviction recorded

Matter	Date	Charge	Penalty
LIT1756	24 October 2018	One charge of lighting, keeping or using a fire within a recreation area, prohibited by a regulatory notice, contrary to section 115(2) of the <i>Recreation Area Management Act 2006</i> .	\$750 fine \$250 legal costs No conviction recorded
LIT1647	2 November 2018	One charge of carrying out an activity and failing to take all reasonable and practicable measures to ensure the activity did not harm Aboriginal cultural heritage, contrary to section 23(1) of the <i>Aboriginal Cultural Heritage Act 2003</i> . One charge of harming Aboriginal cultural heritage that it knew or ought reasonably to have known was Aboriginal cultural heritage, contrary to section 24(1) of the <i>Aboriginal Cultural Heritage Act 2003</i> .	\$188,000 fine \$2,519.95 legal costs Order that \$250,000 be paid to DATSIP towards repairing or restoring the site No conviction recorded
LIT1730	6 November 2018	19 charges of contravening a condition of an environmental authority, contrary to section 430(3) of the <i>Environmental Protection Act 1994</i> . One charge of providing a false or misleading document, contrary to section 480(1) of the <i>Environmental Protection Act 1994</i> .	\$75,000 fine \$1,500 legal costs \$1,715.64 investigation costs No conviction recorded
LIT1711	22 November 2018	One charge of contravening a condition of an environmental authority, contrary to section 430(3) of the <i>Environmental Protection Act 1994</i> .	\$12,000 fine \$750 legal costs \$5,000 investigation costs No conviction recorded
LIT1781	5 December 2018	Three charges of carrying out an environmentally relevant activity without an environmental authority, contrary to section 426 of the <i>Environmental Protection Act 1994</i> .	\$46,500 fine \$1,500 legal costs \$774.58 investigation costs No conviction recorded
LIT1749	18 December 2018	One charge of taking a natural resource for a protected area, contrary to section 62(1) of the <i>Nature Conservation Act 1992</i> .	\$2,500 fine No conviction recorded
LIT1806	17 January 2019	One charge of unlawfully camping in a recreation area without a relevant authorisation, contrary to section 108(1) of the <i>Recreation Areas Management Act 2006</i> .	\$126 fine \$250 legal costs No conviction recorded
LIT1780	23 January 2019	One charge of taking, driving or riding a motor vehicle into a recreation area without a vehicle access permit, commercial activity permit or commercial activity agreement, contrary to section 109(1) of the <i>Recreation Areas Management Act 2006</i> .	\$300 fine \$250 legal costs Conviction recorded

Matter	Date	Charge	Penalty
LIT1727A, LIT1727B and LIT1793	4 February 2019	<p>(The charges below were commenced by way of three different complaints)</p> <p>Two charges of failing to attend a stated reasonable place at a reasonable time, contrary to section 476(2) of the <i>Environmental Protection Act 1994</i>.</p> <p>Two charges of providing a false or misleading document to the administering authority, contrary to section 480 of the <i>Environmental Protection Act 1994</i>.</p> <p>38 charges of failing to provide the prescribed information, or within the prescribed time, contrary to section 81K(2) of the <i>Environmental Protection Regulation 2008</i>.</p> <p>Five charges of contravening an environmental protection order, contrary to section 361(2) of the <i>Environmental Protection Act 1994</i>.</p> <p>Nine charges of failing to obtain a consignment authority to move waste into Queensland, contrary to section 81N(1) of the <i>Environmental Protection Regulation 2008</i>.</p> <p>Two charges of failing to carry information from the waste generator and failure to give the receiver of waste the information, contrary to sections 81J(1) and 81J(2) of the <i>Environmental Protection Regulation 2008</i>.</p>	<p>\$305,000 fine</p> <p>\$1,500 legal costs</p> <p>\$1,516.49 investigation costs</p> <p>Conviction recorded</p>
LIT1765	5 February 2019	One charge of unlawfully taking a live animal into a national park without written approval from the chief executive, contrary to section 131(1) of the <i>Nature Conservation (Protected Areas Management) Regulation 2017</i> .	<p>\$500 fine</p> <p>\$250 in legal costs</p> <p>No conviction recorded</p>
LIT1688	15 February 2019	One charge of wilfully contravening a condition of an environmental authority, contrary to section 430(2) of the <i>Environmental Protection Act 1994</i> .	<p>\$50,000 fine</p> <p>\$2,500 legal costs</p> <p>\$1,500 investigation costs</p> <p>No conviction recorded</p>
LIT1783	18 February 2019	One charge of littering, contrary to section 103(1) of the <i>Waste Reduction and Recycling Act 2011</i> .	<p>\$252 fine</p> <p>\$250 in legal costs</p> <p>No conviction recorded</p>
LIT1813	25 March 2019	One charge of parking a vehicle in a way that may cause damage to, or disturb, a recreation area contrary to section 15(1)(c) of the <i>Recreation Areas Management Regulation 2017</i> .	<p>\$500 fine</p> <p>\$250 legal costs</p> <p>No conviction recorded</p>
LIT1828	25 March 2019	Two charges of carrying out an environmentally relevant activity without an environmental authority, contrary to section 426(1) of the <i>Environmental Protection Act 1994</i> .	<p>\$25,000 fine</p> <p>\$1,500 legal costs</p> <p>\$884.55 investigation costs</p> <p>No conviction recorded</p>
LIT1724	28 March 2019	<p>One charge of wilfully contravening a condition of an environmental authority, contrary to section 430(2) of the <i>Environmental Protection Act 1994</i>.</p> <p>One charge of contravening an environmental protection order, contrary to section 361(2) of the <i>Environmental Protection Act 1994</i>.</p>	<p>\$70,000 fine</p> <p>\$4,127 legal costs</p> <p>No conviction recorded</p>

Matter	Date	Charge	Penalty
LIT1725	28 March 2019	One charge of wilfully contravening a condition of an environmental authority, contrary to section 430(2) of the <i>Environmental Protection Act 1994</i> . One charge of contravening an environmental protection order, contrary to section 361(2) of the <i>Environmental Protection Act 1994</i> .	\$70,000 fine \$4,127 legal costs Conviction recorded
LIT1701	29 March 2019	One charge of contravening a condition of an environmental authority, contrary to section 430(3) of the <i>Environmental Protection Act 1994</i> .	\$20,000 fine \$500 legal costs \$1,000 investigation costs No conviction recorded
LIT1739	3 April 2019	Application for punishment for contempt of court.	\$2,000 fine \$7,000 legal costs A court order was made that must be complied with by 30 June 2019 or the Respondent is required to appear in Court on 10 July 2019 to show cause as to why he should not be imprisoned for his further contempt Conviction recorded
LIT1777	16 April 2019	One charge of wilfully contravening a condition of an environmental authority, contrary to section 430(2) of the <i>Environmental Protection Act 1994</i> .	\$18,000 fine \$750 legal costs \$6,006.89 investigation costs No conviction recorded
LIT1759	3 May 2019	One charge of wilfully entering or using a marine park for a prohibited purpose, contrary to section 43(1)(a) of the <i>Marine Parks Act 2004</i> .	\$11,000 fine \$500 legal costs \$1,741.13 investigation costs No conviction recorded
LIT1827	15 May 2019	One charge of camping in a protected area without a permit, contrary to section 82(1) of the Nature Conservation (Protected Areas Management) Regulation 2006. One charge of driving or riding a vehicle in a way that causes or may cause damage to a protected area, contrary to section 120(1) of the Nature Conservation (Protected Areas Management) Regulation 2006. One charge of bringing a live animal into a protected area without approval, contrary to section 124(1) (a) of the Nature Conservation (Protected Areas Management) Regulation 2006. One charge of leaving human waste unburied in a protected area, contrary to section 133(2)(c) of the Nature Conservation (Protected Areas Management) Regulation 2006. One charge of depositing litter in a protected area, contrary to section 135(3) of the Nature Conservation (Protected Areas Management) Regulation 2006.	\$2,500 fine \$250 legal costs No conviction recorded

Matter	Date	Charge	Penalty
LIT1789	15 May 2019	<p>Two charges of interfering with a natural resource in a protected area, contrary to section 62(1) of the <i>Nature Conservation Act 1992</i>.</p> <p>One charge of offence of camping in a protected area without a permit, contrary to section 82(1) of the Nature Conservation (Protected Areas Management) Regulation 2006.</p> <p>One charge of driving or riding a vehicle in a way that causes or may cause damage to a protected area, contrary to section 120(1) of the Nature Conservation (Protected Areas Management) Regulation 2006.</p> <p>One charge of bringing a live animal into a protected area without approval, contrary to section 124(1) (a) of the Nature Conservation (Protected Areas Management) Regulation 2006.</p> <p>One charge of leaving human waste unburied in a protected area, contrary to section 133(2)(c) of the Nature Conservation (Protected Areas Management) Regulation 2006.</p> <p>One charge of depositing litter in a protected area, contrary to section 135(3) of the Nature Conservation (Protected Areas Management) Regulation 2006.</p> <p>One charge of unlawfully possessing or using appliances (firearm), contrary to section 137(1) of the Nature Conservation (Protected Areas Management) Regulation 2006.</p>	<p>\$3,000 fine</p> <p>\$250 legal costs</p> <p>No conviction recorded</p>
LIT1794	15 May 2019	One charge of littering, contrary to section 103(1) of the <i>Waste Reduction and Recycling Act 2011</i> .	<p>\$252 fine</p> <p>No conviction recorded</p>
LIT1807	20 June 2019	Four charges of contravening a requirement of a transitional environmental program, contrary to section 432(2) of the <i>Environmental Protection Act 1994</i> .	<p>\$45,000 fine</p> <p>\$1,500 legal costs</p> <p>\$2,245 investigation costs</p> <p>No conviction recorded</p>
LIT1779	27 June 2019	<p>One charge of taking, using, keeping or interfering with a cultural or natural resource of a protected area contrary to section 62(1) of the <i>Nature Conservation Act 1992</i>.</p> <p>One charge of erecting and keeping a structure and carrying out works in a protected area contrary to section 114 of the Nature Conservation (Protected Areas Management) Regulation 2017.</p>	<p>\$10,000 fine</p> <p>\$500 legal costs</p> <p>No conviction recorded</p>
Total sum of fines ordered:			\$1,575,280
Total sum of costs ordered:			\$85,171

Glossary

Term	Definition
Advance Queensland	A suite of programs to create knowledge-based jobs of the future, drive productivity improvements and help position the state as an attractive investment destination with a strong innovation and entrepreneurial culture.
70:20:10 model of learning and development	The 70:20:10 model of learning and development incorporates three types of learning: 70% from real-life and workplace experiences, 20% from relationship learning (feedback, mentoring, coaching, networks and from observing and working with role models) and 10% from formal learning and structured programs.
Aquatic Conservation Assessments	An objective spatial assessment of aquatic conservation values across the landscape. The results provide an important tool for governments, landholders and community members to make informed planning decisions on land use.
Best management practice	Methods or techniques found to be the most effective and practical way to achieve an objective, while making best use of the department's resources.
Biodiversity	Life in all its forms—different plants, animals and micro-organisms, the genes they contain and the ecosystems they form.
Biodiversity Planning Assessments	An objective spatial assessment of terrestrial conservation values across the landscape. The results provide an important tool for governments, landholders and community members to make informed planning decisions about appropriate land use.
Biosolids	An organic matter recycled from sewage, especially for use in agriculture.
Catchment	An area of land on which runoff from rainfall is collected and transferred to a waterway.
Connect	DES' online licensing system
CYPAL	Cape York Peninsula National Park The <i>Nature Conservation Act 1992</i> allows for the creation of a new class of protected area called 'national park (Cape York Peninsula Aboriginal land)' (national park [CYPAL]). This allows existing and proposed national parks to become Aboriginal land and also be dedicated and managed as a national park (CYPAL). It allows for joint management of national park land by Traditional Owners (represented by a land trust) and DES.
Declared Fish Habitat Area (FHA)	Areas to protect key inshore and estuarine fish habitat areas that are essential to sustaining fisheries. While declared fish habitat areas protect these key fish habitats from physical disturbance associated with coastal development, community access and use such as legal fishing and boating are allowed and encouraged.
Ecosystem	A community of organisms interacting with one another and their environment.
Ecotourism	Ecologically sustainable tourism with a primary focus on experiencing natural areas that foster environmental and cultural understanding, appreciation and conservation.
Environmental authority	Authorisation provided by DES, which allows an environmentally relevant activity to be performed.
Financial settlement offsets	A payment for a significant residual impact on a prescribed environmental matter(s) that must be calculated in accordance with the Financial Settlement Offset Calculation Methodology, outlined in the Queensland Environmental Offsets Policy.

Term	Definition
Heritage	Places of cultural and natural significance that we want to keep, respect and pass on to future generations. Heritage places include buildings, structures, cemeteries, archaeological sites, gardens, urban precincts, and natural and landscape features.
Indigenous land use agreement (ILUA)	A formal agreement registered with the National Native Title Tribunal made with native title parties under the Commonwealth <i>Native Title Act 1993</i>
Indigenous management agreement	An agreement that establishes how a protected area on Cape York Peninsula or on (Minjerribah) North Stradbroke Island will be jointly managed between Traditional Owners and the State of Queensland. It describes the parties' respective roles and responsibilities as well as the strategic management directions.
Machinery-of-government change	An administrative change that affects the overall structure and functions of government agencies.
Management plans	Statutory documents that provide clear management direction and priority actions for QPWS-managed areas. Management plans require public consultation and, in the case of national park (CYPAL) or an Indigenous Joint Management Area, must be prepared jointly with relevant First Nations landholders.
Marine park	Large multiple use areas that provide for the conservation of the marine environment. Through a system of zoning, marine parks provide for a range of recreational and commercial pursuits while also supporting conservation initiatives. Marine parks help protect a wide variety of habitats including mangrove wetlands, seagrass beds, mudflats, sandbanks, beaches, rocky outcrops and reefs.
National park	A large natural or near natural area set aside to protect large-scale ecological processes, along with the complement of species and ecosystems characteristic of the area, which also provide a foundation for environmentally and culturally compatible spiritual, scientific, educational, recreational and visitor opportunities. The primary objective of a national park is to protect natural biodiversity along with its underlying ecological structure and supporting environmental processes, and to promote education and recreation consistent with this objective.
National Science Week	An annual celebration of science in Australia.
Nature refuge	An area of land voluntarily dedicated and protected for conservation purposes while allowing compatible and sustainable land uses to continue.
Office of the Great Barrier Reef	A business area within the department that is responsible for implementing and coordinating reef management strategies and programs including the Queensland Government's actions under the <i>Reef 2050 Long-Term Sustainability Plan</i> , Reef election commitments and the <i>Reef 2050 Water Quality Protection Plan</i> .
Operation TORA	A compliance taskforce set up by the Queensland Government to eliminate unlicensed waste operations.
Per and polyfluoroalkyl substances (PFAS)	A chemical compound historically used as a fire-fighting foam.

Term	Definition
Protected area	Land and sea areas dedicated as protected areas under the <i>Nature Conservation Act 1992</i> , State and Commonwealth marine parks acts, and the <i>Fisheries Act 1994</i> .
Queensland Heritage Register	A statutory list of places of cultural heritage significance to Queensland.
Ramsar Convention	The International Convention on Wetlands—the intergovernmental treaty that provides the framework for the conservation and wise use of wetlands and their resources. The convention was adopted in the Iranian city of Ramsar in 1971 and came into force in 1975.
Regional Operational Waste Identification Tool (ROWIT)	A pre-wet season tool and inspection program to identify long term trends for sites that are considered high risk.
Senior executive service	An employee on a fixed-term contract for up to five years between the employee and the Director-General. Their employment conditions are defined by a directive of the Public Service Commission.
Stakeholders	Individuals, groups or organisations with specific interest in and/or influence on the work of the department.
STEM education	An approach to learning and development that integrates the areas of science, technology, engineering and mathematics.
Sustainable development	Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
Traditional Owners	Aboriginal people and Torres Strait Islander people with a particular connection and relationship to land or water and who have cultural and traditional obligations and custodial responsibilities.
Wetlands	Areas of permanent or periodic/intermittent inundation, whether natural or artificial, with water that is static or flowing, fresh, brackish or salt, including areas of marine water the depth of which at low tide does not exceed six metres.
WetlandInfo	A ‘first-stop-shop’ website for wetlands information for Queensland and covers all aspects of wetlands management, across the whole of Queensland for all wetland types.
World Heritage Area	These areas are examples of the world’s most outstanding natural or cultural heritage that it is agreed should be protected for all humanity. They are identified and listed under an international treaty administered by the United Nations Educational, Scientific and Cultural Organisation (UNESCO).

Acronyms

Acronym	Explanation
ARC	Audit and Risk Committee
BCP	Business and Corporate Partnership
BMP	Best management practice
CAA	Corporate Administration Agency
CYPAL	Cape York Peninsula Aboriginal land
DES	Department of Environment and Science
DNRME	Department of Natural Resources, Mines and Energy
EA	Environmental authority
ELT	Executive Leadership Team
FTE	Full-time equivalent
GBR	Great Barrier Reef
HR	Human resources
IaaS	Infrastructure as a service
IAS	Internal Audit Services
ILUA	Indigenous land use agreement
MoG	Machinery of Government
NAIDOC	National Aborigines and Islanders Day Observance Committee
QAO	Queensland Audit Office
QPWS&P	Queensland Parks and Wildlife Service and Partnerships
ROWIT	Regional Operational Waste Identification Tool
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SEQ	South East Queensland
SLATS	State-wide Land Cover and Tree Study
STEM	Science, technology, engineering and mathematics
WaTERS	Water Tracking and Electronic Reporting System
WHS	Workplace health and safety

Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	Page 4
Accessibility	Table of contents	ARRs – section 9.1	Page 3
	Glossary		Page 79
	Public availability	ARRs – section 9.2	Inside front cover
	Interpreter service statement	Queensland Government Language Services Policy ARRs – section 9.3	Inside front cover
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	Inside front cover
	Information Licensing	QGEA – Information Licensing ARRs – section 9.5	Inside front cover
General information	Introductory Information	ARRs – section 10.1	Page 6
	Machinery of Government changes	ARRs – section 10.2, 31 and 32	Not applicable
	Agency role and main functions	ARRs – section 10.2	Pages 6-7
	Operating environment	ARRs – section 10.3	Page 6
Non-financial performance	Government's objectives for the community	ARRs – section 11.1	Page 13
	Other whole-of-government plans/specific initiatives	ARRs – section 11.2	Page 50
	Agency objectives and performance indicators	ARRs – section 11.3	Pages 14-49
	Agency service areas and service standards	ARRs – section 11.4	Page 6 Pages 14-49
Financial performance	Summary of financial performance	ARRs – section 12.1	Pages 51-55
Governance – management and structure	Organisational structure	ARRs – section 13.1	Page 10
	Executive management	ARRs – section 13.2	Page 8
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	www.des.qld.gov.au
	Public Sector Ethics Act 1994	ARRs – section 13.4	Page 56
	Queensland public service values	ARRs – section 13.5	Page 12

Summary of requirement		Basis for requirement	Annual report reference
Governance – risk management and accountability	Risk management	ARRs – section 14.1	Page 62
	Audit committee	ARRs – section 14.2	Page 58
	Internal audit	ARRs – section 14.3	Page 60
	External scrutiny	ARRs – section 14.4	Pages 60
	Information systems and recordkeeping	ARRs – section 14.5	Pages 62
Governance – human resources	Strategic workforce planning and performance	ARRs – section 15.1	Page 64
	Early retirement, redundancy and retrenchment	Directive No.04/18 Early Retirement, Redundancy and Retrenchment ARRs – section 15.2	Page 67
Open Data	Statement advising publication of information	ARRs – section 16	Inside front cover
	Consultancies	ARRs – section 33.1	https://data.qld.gov.au
	Overseas travel	ARRs – section 33.2	https://data.qld.gov.au
	Queensland Language Services Policy	ARRs – section 33.3	https://data.qld.gov.au
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 17.1	Provided electronically
	Independent Auditor's Report	FAA – section 62 FPMS – section 50 ARRs – section 17.2	Provided electronically
FAA	<i>Financial Accountability Act 2009</i>		
FPMS	Financial and Performance Management Standard 2019		
ARRs	Annual report requirements for Queensland Government agencies		

Financial statements

The 2018-19 financial statements are provided electronically.

