

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

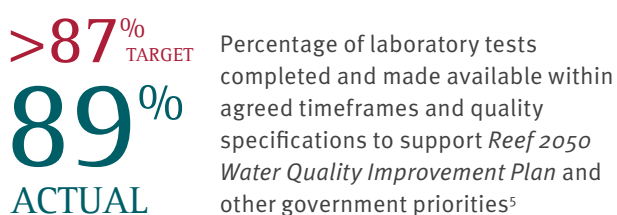


Percentage of Queensland's land area that is protected³



Cost per session for the Queensland wetland information system (WetlandInfo)⁴

Service area: Science



Percentage of laboratory tests completed and made available within agreed timeframes and quality specifications to support Reef 2050 Water Quality Improvement Plan and other government priorities⁵



Co-investment as a percentage of the Science appropriation budget⁶

Service area: Heritage Protection Services



Percentage of departmental heritage recommendations, for inclusion in or removal from the Heritage Register, accepted by the Queensland Heritage Council⁷



Average cost per heritage register entry reviewed and updated⁸

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 Coolool 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 ha
ACTUAL

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

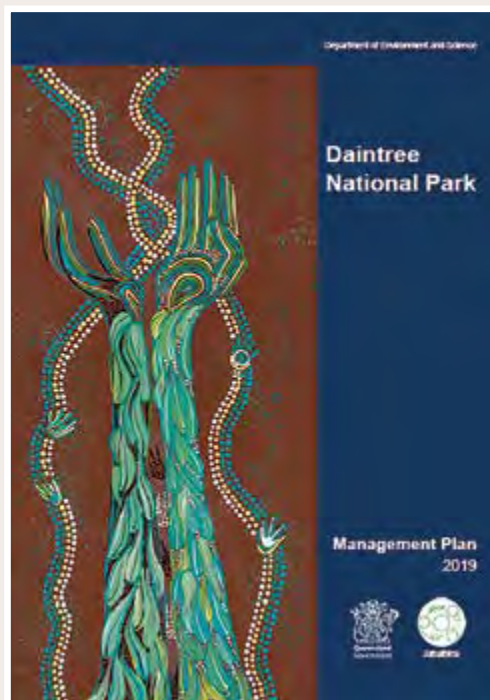
A management plan for Daintree National Park

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.

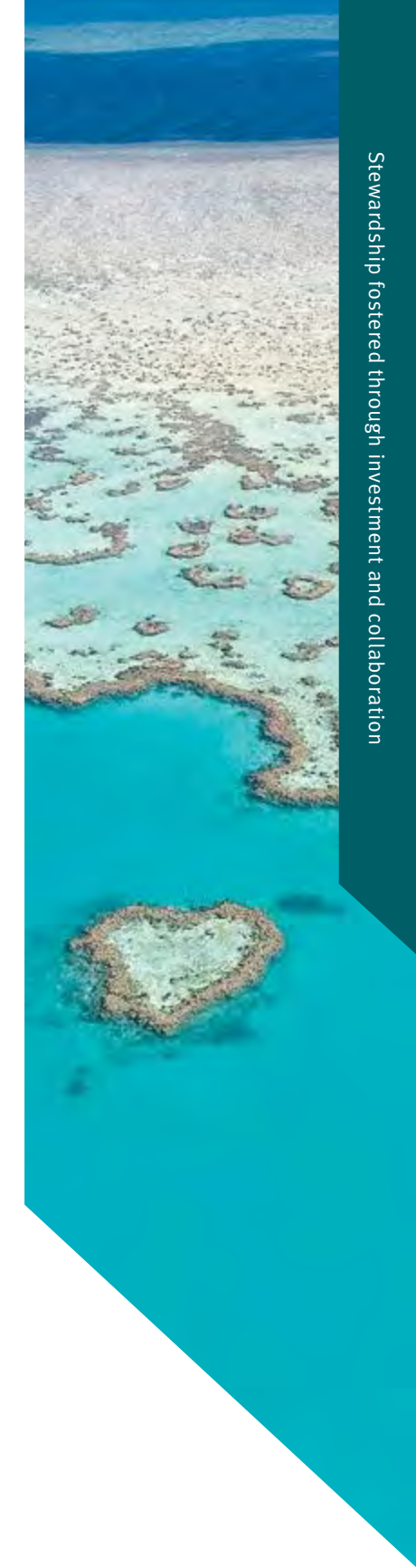
In October 2018, the Department of Environment and Science (DES), Noosa Shire Council and Noosa Parks Association executed a funding deed that affected the 'buy back' of HQP's harvesting rights. The Yurol and Ringtail State forest upgrade partnership is the first of its kind in Queensland and demonstrates 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