

ANNUAL REPORT

2015–2016

Department of National Parks, Sport and Racing



Queensland
Government

Purpose of the report

This annual report details the financial and non-financial performance of the Department of National Parks, Sport and Racing (NPSR) from 1 July 2015 to 30 June 2016. It highlights the work, achievements, activities and strategic initiatives of the department and satisfies the requirements of Queensland's *Financial Accountability Act 2009*.

Feedback

The annual report is an important document representing communication and accountability. NPSR values comments and welcomes feedback from readers. To provide feedback, please take the time to complete the electronic survey available through the get Involved website www.qld.gov.au/annual report feedback.

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September 2016

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26 September 2016

The Honourable Dr Steven Miles MP
Minister for Environment and Heritage Protection and
Minister for National Parks and the Great Barrier Reef
GPO Box 2454
Brisbane Qld 4001

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2015–16 and financial statements for the Department of National Parks, Sport and Racing.

I certify that this Annual Report complies with:

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

A checklist outlining the annual reporting requirements can be found at page 79 of this annual report.

Yours sincerely



Tamara O'Shea
Director-General

Message from the Director-General

I am pleased to present the 2015–16 annual report for the Department of National Parks, Sport and Racing (NPSR). This report outlines the important work delivered to support our vision and deliver positive outcomes for the people of Queensland.

In the past year, the department continued to manage national parks and their use and enjoyment by all Queenslanders; encouraged active lifestyles by providing recreational and sporting opportunities; and regulated the state's racing industry.

For national parks, highlights included the reinstatement of the 'conservation of nature' as the primary goal of national park management. This provides for proper management of the national park estate including permanent preservation of natural conditions and protection of cultural resources and values.

Protected area services continued to be delivered in conjunction with traditional owners and Indigenous communities, with four new arrangements entered into with the Birriah Peoples, Wulli Wulli Peoples, Darumbal Peoples and Gangalidda and Garawa Peoples.

Visitors, both domestic and international, continued to enjoy the authentic and inspiring experiences offered by our national parks and forests in record numbers, with 1.5 million overnight camper stays recorded in 2015–16.

In addition, a new National Park Booking Service was launched, providing customers with a responsive, reliable and easy-to-use online system for purchasing camping and vehicle access permits.

To further support visitor and tourism experiences, more than \$23 million was invested to deliver new and improved infrastructure in our parks and forests including refurbished visitor facilities at Carnarvon National Park and Chillagoe-Mungana Caves National Park.

The department continued to contribute to the protection and maintenance of the important marine and island ecosystems of the Great Barrier Reef through the ongoing delivery of the Great Barrier Reef Field Management Program.

Support for the recovery and restoration of threatened species populations included projects to increase turtle hatchling success as part of the Nest to Ocean Turtle Protection Program, which has resulted in significant improvements to turtle hatching rates.

Sport and recreation highlights included the continued implementation of the popular Get in the Game (Get Started, Get Going, Get Playing) suite of programs, which aim to provide more Queenslanders with the opportunity to participate in a wide range of sporting activities.

The Join the Movement campaign was also launched in 2015-16 to encourage women and girls across the state to become more active by participating in regular sport and recreation activities. A dedicated website and social media channels allow women to share their inspiring stories of how they have overcome barriers to physical activity and incorporated it into their everyday life.

Through the Queensland Academy of Sport, support was provided to 117 elite Queensland athletes who were selected to represent Australia at the 2016 Olympic and Paralympic Games in Rio de Janeiro.

In racing, the department continued its industry support through a range of programs including funding for country racing, the Racing Infrastructure Fund and the Training Track Subsidy Scheme.

The Racing Integrity Act 2016 established the Queensland Racing Integrity Commission (QRIC) as a standalone statutory body, effectively separating the commercial and integrity functions of the racing industry.

In 2016–17, the department will continue to build on these achievements with a focus on delivering new, and continuing, programs and services to support our vision.

The department will continue to progress long-term protected area policy for the acquisition and management of the protected area estate, with funding of \$6 million provided to enable the establishment and ongoing management of acquired properties.

The department will continue to make important contributions to protecting Queensland's environment through practical conservation and compliance actions under the Great Barrier Reef Field Management Program and Reef 2050 Long-Term Sustainability Plan, including the declaration of new fish habitat areas on the central Queensland coast and delivering the Raine Island recovery project.

The delivery of joint management arrangements will continue to be implemented in the North Stradbroke Island area with additional funding of \$13.2 million provided for the management of traditional lands in Cape York Peninsula.

To support and encourage active participation in grassroots sport and recreation activities, the department will provide \$48 million for the Get in the Game initiative. In addition, \$19.4 million will be provided to help industry partners deliver services to increase participation in sport and recreation for all Queenslanders, particularly children and young people, women and girls, Indigenous people and culturally sensitive groups.

The three-year State Development Program will provide more than \$30 million to State sport and recreation organisations to increase Queenslanders' participation in physical activity. In addition, it will provide support for special initiatives targeting Indigenous sport participation, regional championships and strategic projects.

An investment of \$3.5 million will support the planning and delivery of fit-for-purpose sport and recreation infrastructure across local, regional and remote communities.

The department will continue to support the Queensland racing industry by developing and administering legislation and governance frameworks that meet community and industry expectations.

In addition, funding will continue to be provided for critical racing infrastructure programs as well as funding for the Country Racing Support Program.

From 1 July 2016, the Queensland Racing Integrity Commission (QRIC) assumes responsibility for maintaining integrity and animal welfare across all three codes of racing—functions which were previously undertaken by the department.

Finally, I would like to thank the department's Executive Management Board and employees for their hard work and dedication in delivering programs and services that make a real difference to the lives of Queenslanders across the state.



Tamara O'Shea
Director-General

Our organisation

Our department

The Department of National Parks, Sport and Racing (NPSR) manages national parks and their use and enjoyment by all Queenslanders; encourages active lifestyles by providing recreational and sporting opportunities; and regulates the state’s racing industry. The department has three service areas working towards this purpose.

- National Parks—management of parks and forests sustains natural and cultural values, builds environmental resilience to ensure healthy species and ecosystems, and facilitates ecotourism, recreation and heritage experiences.
- Sport and Recreation—supports and encourages active participation in physical activity.
- Racing—maintains public confidence in, and ensures the integrity of, the Queensland racing industry.

NPSR was established in April 2012 under the *Public Service Act 2008*, Part 2, Division 2 – Administrative Arrangements Order (No.3) 2012 and the Public Service Departmental Arrangements Notice (No. 1) 2012. In February 2015, the department’s name was changed from Department of National Parks, Recreation, Sport and Racing to Department of National Parks, Sport and Racing.

This report details the activities and achievements of the department during the reporting period of 1 July 2015 to 30 June 2016 and outlines its direction and financial position for the year.

Our vision and purpose

NPSR’s vision is for flourishing parks and forests, physically active Queenslanders and public confidence in the racing industry.

The department’s purpose is to support the Queensland Government by:

- protecting and managing parks and forests and the Great Barrier Reef for current and future generations.
- supporting and encouraging active participation in physical activity.
- ensuring the integrity of the racing industry across the state.

Our strategic direction

During 2015–16, the department focused on achieving the following objectives:

- Queensland’s outstanding parks and forests are protected, enjoyed and cherished now and into the future, enhancing Queenslanders’ wellbeing and prosperity.
- Queenslanders lead active and healthy lifestyles through participation in physical activity.
- A Queensland racing industry operating with integrity.
- A capable and streamlined, customer-centric organisation.

Our challenges

Strategic challenges for the department include:

- protecting the increasing national parks estate against emergent biosecurity and climate risks.
- balancing preservation of the natural and cultural values within Queensland’s terrestrial and marine protected areas with the use and access objectives of diverse stakeholder groups.
- maintaining effective and collaborative management of parks and forests with traditional owners.
- creating behaviours for lifelong participation in physical activity.
- supporting Queenslanders’ increasing interests in non-traditional physical activities.
- ensuring the operation of racing in Queensland meets the expectations of the government, industry and community.

Our clients

To achieve its vision and objectives, the department proactively works with other organisations that have a role or interest in its responsibilities. This includes the Commonwealth Government, other state governments, Queensland Government agencies, local governments, environmental authorities, sport and recreation bodies, racing entities, industry, conservation and special interest groups, landholders and the general community. The department uses a range of communication channels to build and maintain its relationships with clients and other interested parties, and to receive feedback and suggestions about its activities and direction.

Our operating environment

During the reporting period, the department identified the following matters which will influence the provision of its services including:

- climate change and risks to biodiversity.
- technology and innovation.
- demographic factors, including generational and cultural changes and increasing urbanisation.
- contemporary legislative and policy frameworks.

Climate change and risks to biodiversity

Impacts from climate change present a significant threat to Queensland's parks and forests, and are likely to place increasing pressure on the department as it seeks to maintain natural and cultural values in land and sea protected areas.

In recent years, the department has monitored and responded to coral bleaching on the Great Barrier Reef, cassowary population decline due to tropical cyclone defoliation in the Wet Tropics, and loss of turtle nests at Mon Repos due to significant coastal weather events.

Invasive species pose another threat to natural values on parks and forests. Queensland has 31 of Australia's 32 weed species of national significance as well as animal pests such as feral pigs, cats, foxes and wild dogs, which remain prevalent in various areas.

The department's Queensland Parks and Wildlife Service (QPWS) pest management framework targets those pests that pose the greatest threats to protected area values and park neighbours.

The department continues to explore new ways of operating, including partnerships with nature conservancy organisations and commercial entities to help preserve species under threat.

The increasing size of the protected area estate poses a further challenge to the department in mitigating fire threats to life, property and biodiversity.

Technology and innovation

In recognition of the need to invest in contemporary technology systems and solutions to meet park visitor and permit customer expectations, and to support field management of fire and pests, a new National Park Booking Service and an internal fire management system (FLAME) were released this year.

The department will further enhance FLAME to support burn planning and wildfire response. Additional priority technology work includes pest management and permit management solutions.

Technology is also impacting on Queenslanders' physical activity time, as it competes for their leisure time. While adults are now more active—regularly participating in physical activities—than in the past ten years (with 60 per cent of adults achieving the recommended level of physical activity in 2014¹), many school-aged children undertake no or very little regular physical activity. In 2013, 34 per cent of children averaged two or more hours of recreational screen time per day, exceeding the recommended guideline².

To increase participation and attain the related health and community benefits, the department's end goal is to achieve lifelong participation in physical activity for all Queenslanders. The department seeks to encourage early education, address barriers to young people's participation and support children and young people to incorporate physical activity into their daily routine, carrying these behaviours into adulthood.

Demographic factors, including generational and cultural changes and increasing urbanisation

The way people are staying physically active has changed over time. While organised sport remains popular with some segments of the community, recreation-based physical activity is on the rise.

The 2013 CSIRO Megatrends report³ identified physical activity as being more than sport, with increasing rates of unstructured physical activity; higher demand for 'lifestyle' and extreme sports; sport and active recreation as sought after interventions to improve health, social, cultural diversity and community outcomes; increased demand for sports participation and sporting competitions; as well as commercialisation of sport and active recreation.

In response, the department has sought to focus on better targeting its resources to support a wide-range of sport and recreation-based physical activities, and deliver greater access to active recreation opportunities for all Queenslanders through key partnerships and cross-agency collaboration.

¹ Queensland Health 2014, *The Health of Queenslanders 2014*, Fifth report of the Chief Health Officer Queensland, Queensland Government, viewed 28 July 2016, pp. xiii. Available from <<https://www.health.qld.gov.au/publications/research-reports/reports/cho-report/cho-full-report.pdf>>

² Queensland Health 2013, Child Health Status 2013 Queensland, Queensland Government, viewed 28 July 2016 pp. 16, Available from <<https://www.health.qld.gov.au/publications/research-reports/population-health/preventive/chs13-rpt.pdf>>

³ CSIRO 2013, *The Future of Australian Sport – Megatrends shaping the sports sector over coming decades*, Australian Sports Commission, Australian Government, viewed 28 July 2014 <http://www.ausport.gov.au/__data/assets/pdf_file/0019/523450/The_Future_of_Australian_Sport_-_Full_Report.pdf>

For some young people, the provision of sport participation opportunities and the ability to strive for greatness is a key motivator to remain physically active. In 2015, 21–25 per cent of respondents aged 18–29 years agreed they would be more likely to participate in sport, exercise or recreation activities as a result of watching the Commonwealth Games or Olympic Games⁴.

With the Commonwealth Games being staged in Queensland in 2018, there is a unique opportunity to leverage this motivator to encourage greater participation and expand the pool of elite athletes. Queensland has always achieved high results in sport and recreation, with athletes consistently performing strongly at the Olympic and Commonwealth Games, and the department will continue to develop and support pathways for Queensland's elite athletes.

The Queensland National Parks consumer brand, developed in consultation with the tourism industry, will continue to play a role in increasing visitation to, community awareness and partner support for protected areas and their management.

Queensland's national parks attract more than 50 million domestic and about eight million international visitors each year, and are continuing to grow in popularity, with a 13 per cent annual increase in camping permit numbers over the past three years.

Although visitation is influenced by extreme events and global economic trends, continued growth would deliver an increasing revenue stream. However, such growth would also put additional pressure on the department to provide appropriate visitor facilities and amenities and manage compliance issues.

Contemporary legislative and policy frameworks

The department is the custodian and joint manager of an estate spanning almost 13 million hectares and encompassing almost eight per cent of Queensland's land area and is responsible for protecting the state's most precious landscapes, ecosystems and species.

The Queensland Government has an objective to increase the state's proportion of protected areas by 17 per cent, in line with International Union for Conservation of Nature (IUCN) targets. The department has received additional funding of \$35.9 million over four years (2016–17 to 2019–20) to support the management of 700,000 hectares in recent and new dedications in Cape York and across the state.

Traditional owners have freehold ownership and statutory joint management responsibilities of an estimated 20 per cent of Queensland's protected

areas. This is set to grow, with the Federal Court to hear more than 15 native title claims relevant to Queensland protected areas in the next two years. While joint management brings significant benefits to the department, traditional owners and Indigenous communities, it also adds to the complexity, time and resourcing needed for capital and operational programs.

National parks infrastructure can be significantly affected by natural disasters, and while the department is not able to factor disaster reconstruction into its forward budgets, it must still meet community expectations to rebuild and assist local economies to recover after significant events.

With the Australian Government progressively narrowing its relief arrangements criteria, the department can no longer rely on Natural Disaster Relief and Recovery Arrangements to fund 75 per cent of reconstruction costs, which have averaged \$4.1 million per year for the past five years.

Sustainably managing resource-use industries remains a challenge, and the department is focussed on working effectively with government, business, industry, and community groups to ensure a sustainable, risk-based approach that supports the economy.

The department is investing in an adaptive park management framework, including classifying all parks under Levels of Service, which are specific planning and operational standards to guide investment to the highest priority locations.

The Queensland Government has an objective that all Queenslanders will make healthy lifestyle choices; that our children will learn how to live healthily and develop habits that last a lifetime. The department supports this objective through developing policy, programs and services to support and encourage Queenslanders to lead active and healthy lifestyles through participation in physical activity.

Given the fiscal pressure on governments, innovation and gaining maximum benefit from existing resources needs to be an underlying principle in order to provide Queensland-focused solutions to boost participation in sport and recreation. Partnerships across government, community and the commercial sector will be essential to achieving beneficial outcomes and facilitating lifelong physical activity, and providing enhanced opportunities for employment in the sector.

To achieve appropriate legislative and policy responses at the national level, the department works with the Ministers of Sport and Recreation, National Elite Sports Council, and the Committee of Australian Sport and Recreation Officials to achieve positive outcomes for Queenslanders. This collaboration has supported a number of initiatives such as 'Play By The Rules', a program of work to promote safety and fair play in sport; the National Active Recreation Working Group to drive active recreation policy and actions;

⁴ Colmar Brunton 2015, Active Queensland Survey Results 2015, Queensland Government.

and the establishment of Women in Sport Working Group, to promote policy consistency at the national level regarding women and girls in sport and active recreation.

The department also continues to work with industry and the community to deliver services to increase participation in sport and recreation. With a significant portion of our Sport and Recreation budget focussed on grant funding, we invest in our grassroots sport and recreation organisations, our local, regional and remote communities' sport and recreation infrastructure, and other industry partners to enhance state-wide capabilities and deliver quality sport and recreation services.

Our contribution

The department contributes to the Queensland Government's objectives for the community through:

- **Creating jobs and a diverse economy** by partnering with industry to support Queensland's tourism aspirations and deliver best practice sustainable ecotourism experiences; implementing policies to support sustainable commercial tourism in parks and forests; supporting partnerships with traditional owners for services on protected areas; and investing in fit-for-purpose, quality infrastructure for the future of the racing industry.
- **Delivering quality frontline services** by providing effective parks and forests booking systems that are fast, reliable, informative, flexible and customer-focused; streamlining and improving consistency in the way permits are administered; providing safe, sustainable, enjoyable visitor experiences through interpretation, education and communication; developing and delivering programs, workshops and resources aimed at encouraging Queenslanders, particularly young people, to be more physically active; and working in consultation with schools and education bodies to deliver nature-based education programs and attract young people to parks and forests.
- **Protecting the environment** by managing parks, forests and the Great Barrier Reef to sustain natural and cultural values and build environmental resilience, to ensure healthy species and ecosystems for future generations; delivering effective protected area planning and performance management systems and establishing strong partnerships with traditional owners and other organisations and agencies to deliver benefits to parks and forests, the ecosystems and species within them, and the community.
- **Building safe, caring and connected communities** by engaging with volunteers, traditional owners, recreational interest groups, neighbours and the private sector to assist with

conservation management, interpretation and maintenance of visitor facilities and recreational assets in parks and forests; working in partnership with other agencies and the community to enhance disaster preparedness and environmental recovery of national parks; building capacity through the sport and active recreation sector to encourage sustainability into the future; enabling Queenslanders to enjoy physical activity opportunities by managing purpose-built sport and active recreation facilities; optimising performance of elite Queensland athletes and coaches to succeed internationally; and supporting country racing to create economic and community benefits in regional Queensland.

The department's service delivery, decision making and organisational management are governed by its commitment to the following values:

- **Customers first**—Know your customers; Deliver what matters; Make decisions with empathy.
- **Ideas into action**—Challenge the norm and suggest solutions; Encourage and embrace new ideas; Work across boundaries.
- **Unleash potential**—Expect greatness; Lead and set clear expectations; Seek, provide and act on feedback.
- **Be courageous**—Own your actions, successes and mistakes; Take calculated risks; Act with transparency.
- **Empower people**—Lead, empower and trust; Play to everyone's strengths; Develop yourself and those around you.

The Queensland Plan

NPSR's policies, programs and services align with the Queensland Government Interim Response to The Queensland Plan (the Interim Response). The Interim Response supports the government's objectives for the community and identifies the priorities and key initiatives that will contribute towards implementing Queenslanders' vision. More information about the department's policies, programs and services, and what was delivered in 2015–16, can be found in the *Our performance* section of this report.

Our management team

The department's Executive Management Board (EMB) provides high level advice and support to the Director-General in meeting legislative obligations. The EMB also establishes strategic priorities and provides oversight of critical issues; the development, implementation and monitoring of the NPSR Strategic Plan; the department's Corporate Governance Framework; and the work of its subcommittees. The EMB met on a regular basis in 2015–16 and reviewed the department's strategic direction, examined strategic issues in depth, and considered Cabinet business.

As at 30 June 2016, membership of the EMB was as follows:

Tamara O'Shea **Director-General**

With more than 30 years of state and federal public sector experience across program delivery, policy development and governance, Tamara ensures the department's strategic direction and objectives are aligned with the Queensland Government's priorities.

As head of the department, Tamara holds primary responsibility for planning activities, resource decisions, policy initiatives, and risk management. She also leads collaboration both within the department and across government, as well as engagement and liaison with NPSR's key customers and stakeholders.

Tamara is a Queensland Government Community Champion for the Pormpuraaw community in Cape York. She is also an advocate for emerging and aspiring female leaders across all industries including government.

Ben Klaassen **Deputy Director-General, Queensland Parks and Wildlife Service**

Ben leads the management of Queensland's protected land and sea areas in partnership with traditional owners, protecting natural and cultural values and providing ecotourism and recreation opportunities. He is also responsible for the operational delivery of the Great Barrier Reef Field Management Program, in partnership with the Australian Government, to protect and maintain the marine and island ecosystems of the Great Barrier Reef.

Ben's extensive experience in Queensland's public service includes senior positions within the Department of Local Government and Planning and the Department of Innovation and Information Economy, Sport and Recreation Queensland, as well as roles in Queensland Health and the Department of Public Works. Ben holds a Bachelor of Commerce and a Graduate Certificate in Management, and is a Certified Practising Accountant.

Richard Watson **Deputy Director-General, Sport and Recreation Services**

Richard is responsible for the development and implementation of sport and recreation funding programs, delivery of industry skill development and improvement programs, major events, sponsorships, and the implementation of NPSR's Indigenous sport and recreation strategy.

With a Bachelor of Financial Administration and more than 15 years of government and private sector experience in various senior executive sports management and events roles, Richard's responsibilities have included all aspects of the acquisition and development of Queensland Government supported events, including engagement with key stakeholders.

Wade Oestreich **Senior Executive Director, Office of Racing**

Wade is responsible for overseeing policy development, compliance and regulation of Queensland's thoroughbred, harness and greyhound racing industries. He is also responsible for the Racing Science Centre, which delivers drug control, research and related veterinary and scientific services.

After more than a decade spent working in Queensland Government roles focussing on strategic policy development, regulatory management and scientific research, Wade is well-placed to provide strategic direction and advice to the Queensland Government and industry to strengthen the integrity of the state's racing industry.

Peter Griffin **Deputy Director-General, Corporate Services**

Peter leads the provision of Corporate Services for NPSR through the Business and Corporate Partnership with the Department of Environment and Heritage Protection.

Corporate Services delivers human resources, finance and asset management, communication and media services, as well as governance functions including procurement, privacy and ethics, and right to information.

Peter holds a Bachelor of Business and a Graduate Diploma in Applied Finance and Investment, and is a Graduate Member of the Australian Institute of Directors. He has worked in Queensland, New South Wales and Victoria in a range of industries including automotive manufacturing, resources, banking and finance, information technology and energy.

Duncan Anson
Chief Finance Officer

Duncan provides strategic leadership on the financial management of the department, including managing financial risk, establishing and maintaining strong budget, financial accounting and asset management frameworks, and providing strategic financial advice to help NPSR achieve its objectives.

Before joining the department, Duncan was employed by Queensland Treasury in various senior finance roles, including four years as Chief Finance Officer (CFO). During this time, Duncan drove a number of business improvement initiatives, including the reform of the department's budget management framework, streamlining of management reporting, and implementation of a CFO assurance framework. He was also responsible for the Queensland Government's banking arrangements.

Duncan is a Fellow of CPA Australia and has a Bachelor of Business from Queensland University of Technology. Duncan is also the Chair of the Queensland CPA Public Sector Committee.

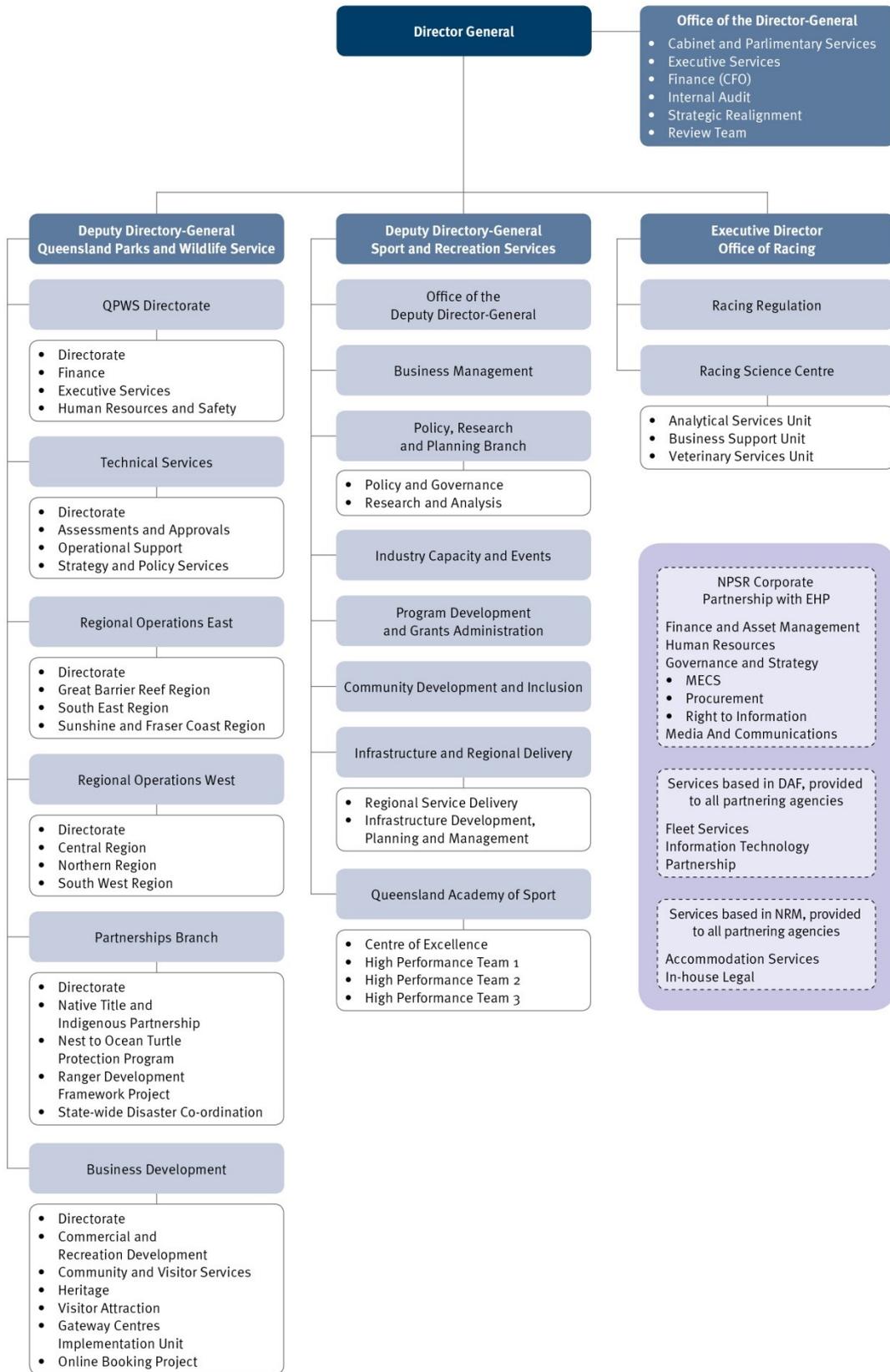
Tracy O'Bryan
Executive Director, Office of the Director-General

Tracy provides advice to the Director-General on public administration and departmental policy matters. She manages emerging issues in consultation with senior staff from NPSR and other agencies, while maintaining a state-wide overview of developments and events. Tracy is also responsible for whole-of-government functions including Cabinet and Parliamentary Services and Executive Services.

Tracy has previously worked as a solicitor in private practice, and has more than 20 years of experience in legal and policy, corporate governance, executive services, and program development and delivery roles in various public sector agencies.

Tracy holds a Master of Laws and has recently commenced an Executive Masters of Public Administration.

Organisational structure



The year at a glance

Queensland Parks and Wildlife Service

- Queensland Parks and Wildlife Service (QPWS) mitigated key threats to the Great Barrier Reef and national park islands, delivering \$12 million in conservation and compliance actions as part of the \$17 million, jointly funded State-Commonwealth Joint Great Barrier Reef Field Management Program. Actions included responses to coral bleaching and Cape Upstart oil spill events.
- QPWS progressed the Naree Budjong Djara National Park and Peel Island joint management arrangements with the Quandamooka Yoolooburabee Aboriginal Corporation. This included a funding grant for four Quandamooka ranger positions and Indigenous Management Agreement initiatives including a fire management strategy, cultural heritage surveys and capital projects.
- QPWS entered into new cooperative management arrangements with the Birriah People, Barada Barna People, Widi People, Wulli Wulli People and Darumbal People, and entered into joint management of Biniir National Park (CYPAL) with the Waarnthuurr-iin Aboriginal Corporation.
- The Queensland Government reinstated 'conservation of nature' as the primary purpose of the Nature Conservation Act 1992, while continuing to recognise the involvement of Indigenous people in the management of protected areas in which they have an interest under Aboriginal tradition or island custom.
- QPWS delivered more than \$23 million in infrastructure to support parks and forests conservation and visitor experiences, including refurbished visitor facilities at Carnarvon National Park and Chillagoe-Mungana Caves National Park, and upgrading day-use and camping areas at Danbulla State Forest on the Atherton Tablelands and the Knoll in Tamborine National Park.
- A significant increase in visitation and a 30 per cent increase in camping permit sales allowed QPWS to host a record 1.5 million overnight camper stays on Queensland's parks and forests.
- QPWS improved its fire management capability with the launch of the new FLAME fire management system, and invested more than \$1.5 million to upgrade and maintain high priority urban interface fire lines in key locations throughout South East Queensland.
- The \$7 million joint State-Commonwealth Nest to Ocean Turtle Protection Program resulted in

significant improvements to turtle hatching rates in program sites along the Queensland coast, with average increases from 30 per cent to 89 per cent in some locations.

Sport and Recreation

- The *Get in the Game* initiative continued to successfully deliver key programs:
 - Under the *Get Started Vouchers* program, more than 34,000 vouchers were redeemed at clubs, to support children and young people to play sport and become involved in recreation activities.
 - Under the *Get Going Clubs* program, nearly \$3.48 million was provided to help 540 local sport and recreation clubs across Queensland to support participation, and build organisational capacity.
 - Under the *Get Playing Places and Spaces* program, more than \$13 million was provided to 164 local sport and recreation organisations to undertake new or upgraded facility projects.
 - Under the *Get Playing Plus* program, nearly \$40 million was provided to support 47 large sport and recreation infrastructure projects across the state.
- Funding of \$3.67 million was provided to support structured sport and active recreation programs to increase participation of Aboriginal and Torres Strait Islander people.
- More than \$9.4 million was allocated to State-level sport and recreation organisations to deliver programs, services, competitions and events that increase participation in sport and active recreation.
- The \$8.5 million redevelopment of the Sunshine Coast Recreation Centre was completed. It now offers modern, comfortable accommodation and facilities to a wide range of customers, including schools and families.
- Support was provided for the Seqwater Recreation Infrastructure Program and School Sport Infrastructure Program, to increase opportunities for community use of places and spaces for sport and recreation.
- The *Join the Movement* campaign was launched to encourage women and girls across the state to become more active and participate in regular sport and active recreation.
- The *Active Queensland Survey 2015* report was released, which provides the first real snapshot, at a state and regional level, of the levels of physical activity undertaken by Queensland adults.

Office of Racing

- Provided funding of \$1 million to country racing in Queensland, resulting in 20 additional country race meetings for the year.
- Provided funding of \$2 million from the Training Track Subsidy Scheme to offset the costs to Queensland thoroughbred race clubs of maintaining training facilities at their venue.
- Key racing infrastructure projects, including the Eagle Farm infield works project were funded from the Racing Infrastructure Fund.
- Tabled the government response to the recommendations of the Queensland Greyhound Racing Industry Commission of Inquiry report in Parliament on 3 December 2015. The report contained 15 recommendations aimed at improving integrity and animal welfare in the racing industry, which have all been accepted by the Queensland Government.
- Recommendations 1, 2 and 3 of the Commission's report, which covered the institutional and functional model for integrity, as well as the commercial model of the industry and the detection, assessment, mitigation and prosecution of breaches of the racing act, were delivered through the passage of the Racing Integrity Bill and amendment of the Racing Act 2002 in April 2016.
- The Racing Integrity Bill 2015 was passed, which established the Queensland Racing Integrity Commission (QRIC) as a standalone statutory body to maintain integrity and animal welfare across all codes of racing from 1 July 2016. The establishment of the new QRIC will separate the commercial and integrity functions of the racing industry to deliver a stronger and more sustainable racing industry in Queensland.

Looking ahead to 2016–17

In 2016–17, the department's focus will include the following priorities:

- Partner with the Department of Environment and Heritage Protection to progress long-term protected area policy for the acquisition and management of the protected area estate.
- Implement the new online booking service to improve customer experience for camping and vehicle access permits.
- Deliver joint management arrangements in the North Stradbroke Island area, (including Naree Budjong Djara National Park), and on Cape York Peninsula Aboriginal land national parks.
- Deliver the Great Barrier Reef Field Management Program and departmental contributions to the Reef 2050 Long-Term Sustainability Plan, including progressing the declaration of new fish habitat areas on the central Queensland coast and delivering the Raine Island recovery project.
- Progress departmental initiatives in the Queensland Ecotourism Plan, including ecotourism facilities proposals for protected areas and significant regional infrastructure projects to redevelop the Mon Repos Turtle Centre and improve tourism and recreation use of the Great Barrier Reef.
- Progress protected area management frameworks, including management planning instruments, management effectiveness evaluation, and levels of service.
- Continue to support grassroots sport and recreation clubs through the Get in the Game initiative, with \$48 million allocated in 2016–17 across four key programs:
 - \$5.6 million for *Get Started Vouchers* to provide vouchers of up to \$150 to encourage more children and young people to play sport and become involved in recreation activities.
 - \$3.6 million for *Get Going Clubs* to support not-for-profit sport and active recreation organisations with creating and providing access to participation opportunities.
 - \$12.8 million for *Get Playing Places and Spaces* for new or upgraded sport and active recreation facility projects.
 - \$26 million for *Get Playing Plus* for major new or upgraded sport and active recreation places and spaces.
- Release the three-year State Development Program, which will provide more than \$30 million to State sport and recreation organisations to increase Queenslanders' participation in sport and recreation as well as special initiatives targeting Indigenous sport participation, regional championships and strategic projects.
- Invest \$3.5 million to support the planning and delivery of fit-for-purpose sport and recreation infrastructure across our local, regional and remote communities.
- Support Queensland athletes through the Queensland Academy of Sport in their preparations for the 2016 Olympic and Paralympic Games, and the 2018 Commonwealth Games which will be held on the Gold Coast.
- Investigate options to improve safety in combat sports contests.
- Administer and review legislation to ensure it addresses contemporary developments in the racing industry.
- Provide \$6 million (\$21 million over four years) for the country racing support program to help fund country racing across Queensland.
- Continue to provide funding for critical racing infrastructure projects under the Racing Infrastructure Fund.
- Continue the roll out of the department's Accredited Training Program for QPWS rangers, aligning training to the national qualifications framework, the Conservation and Land Management (CLM) Qualification, to ensure that the quality of training that staff undertake meets national standards.

Our finances

Financial highlights

The Statement of Assurance provided to the Director-General satisfies all requirements of Section 42 of the Financial and Performance Management Standard 2009 and includes assurances from the department's service partners—the Business and Corporate Partnership and Queensland Shared Services—that effective internal controls were in place during the reporting period.

For the 2015–16 financial year, the department achieved an operating surplus of \$49.4 million predominantly due to the impact of the annual fixed assets revaluation program of work and the timing of revenue contributions to fund future program costs.

Financial governance and control activities during the period focused on upgrades and enhancements to the SAP financial management system and the introduction of streamlined receipting and payment methods. In addition, a comprehensive asset revaluation exercise was undertaken which focused on infrastructure, land and cultural and heritage assets.

Financial statements

The financial statements are formal records of an organisation's financial activities and provide an overview of the department's current financial condition. The financial statements consist of the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity and Statement of Cash Flows and are provided with this report as separate electronic files.

Statement of Comprehensive Income

The Statement of Comprehensive Income shows the department's operating results from continuing operations.

	2016	Restated 2015	Increase (Decrease)	Increase (Decrease)
Statement of Comprehensive Income	\$'000	\$'000	\$'000	%
Income from continuing operations				
Revenue				
Appropriation revenue for services	285,480	270,416	15,064	6%
User charges and fees	32,119	27,713	4,406	16%
Grants and other contributions	21,138	22,582	(1,444)	(6%)
Revaluation increment	14,748	-	14,748	-
Interest	465	582	(117)	(20%)
Other revenue	14,039	11,313	2,726	24%
Total revenue	367,989	332,606	35,383	11%
Gains				
Gains on disposal/re-measurement of assets	242	385	(143)	(37%)
Total income from continuing operations	368,231	332,991	35,240	11%

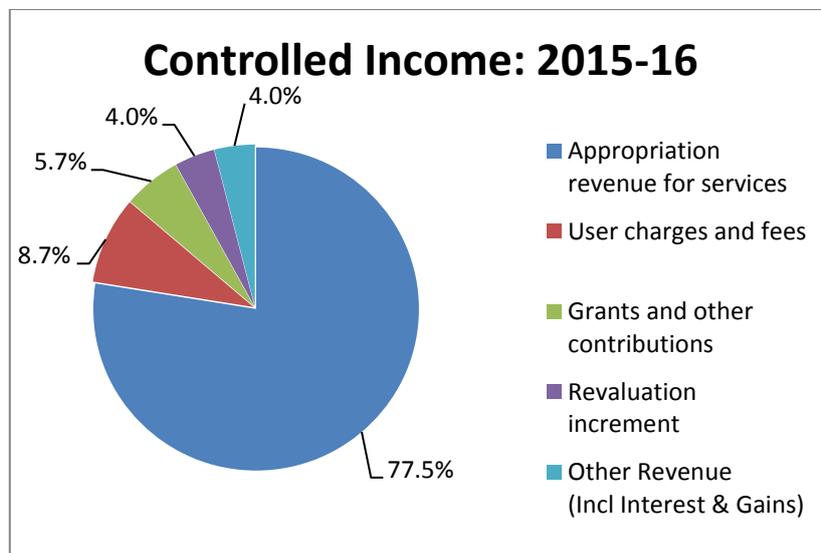
Statement of Comprehensive Income cont'd	2016	Restated	(Increase)	(Increase)
	\$'000	2015	Decrease	Decrease
		\$'000	\$'000	%
Expenses from continuing operations				
Employee expenses	118,880	111,617	(7,263)	(7%)
Supplies and services	88,399	86,630	(1,769)	(2%)
Grants and subsidies	72,902	80,074	7,172	9%
Depreciation and amortisation	35,257	33,336	(1,921)	-
Revaluation decrement	-	57,095	57,095	100%
Finance/borrowing costs	4	7	3	43%
Other expenses	3,350	6,020	2,670	44%
Total expenses from continuing operations	318,792	374,779	55,987	15%
Operating Result For the Year	49,439	(41,788)	91,227	218%

Income

The department's 2015–16 income was primarily sourced from three main areas:

- Queensland Government appropriation revenue.
- Commonwealth, state and local government grants.
- Revenue generated from user charges (including licences and permit fees from National Park operations and recreation services from Queensland Recreation Centres).

Included in income for the reporting period is a \$14.7 million increase in the value of land, buildings and heritage and cultural assets (revaluation increment). The graph below details the proportion of funding sources.

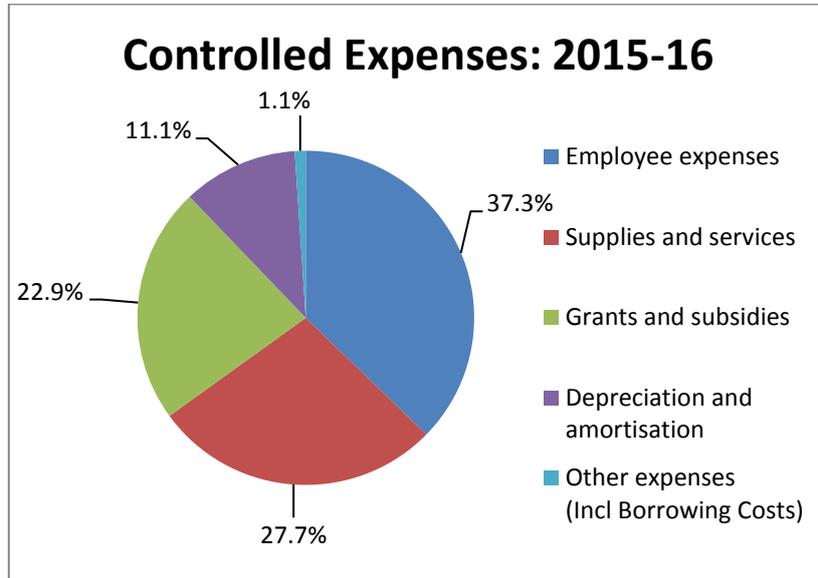


Expenses

Total expenses for the reporting period were \$318.8 million, a decrease of \$56 million from 2014–15. The decrease was due to a \$57 million asset revaluation decrement expense in the 2014–15 financial year.

The department’s largest expense in 2015–16 was employee expenses of \$118.9 million primarily for the payment of staff wages and associated on-costs.

Other major expenses included supplies and services of \$88.4 million for expenditure on goods and services to support the department’s operations and service delivery; grants and subsidies expense (comprised of \$3.3 million for National Parks, \$51.3 million for Sport and \$18.3 million for Racing); and depreciation and amortisation expense of \$35.3 million.



Statement of Financial Position

The Statement of Financial Position shows what the department owns (assets), what it owes (liabilities) and its net worth (equity). The department is currently in a strong net worth position.

Assets

The department holds an extensive asset portfolio valued at \$4.8 billion. The asset portfolio consists primarily of property, plant and equipment including \$2.9 billion of infrastructure assets (including sport and recreation facilities and facilities constructed on national parks land estate), \$1.3 billion of heritage and cultural assets (principally relating to the national parks land estate), \$367 million of land and \$211 million of buildings.

Liabilities

The department’s liabilities include amounts owed to suppliers, amounts owing to employees for leave entitlements and debt.

Total liabilities for the department are consistent with past trends. Current interest bearing liabilities relate to one remaining loan associated with equipment purchased at the Racing Science Centre which is due to be extinguished in 2016–17. Although the Centre is transferring to the Queensland Racing Integrity Commission, it was considered more efficient for the loan to remain with the department until extinguishment, given the short remaining life of the loan.

Comparison of actual financial results with budget

	2015–16 budget	2015–16 actual	Variance	
			\$'000	%
Statement of comprehensive income				
Total income from continuing operations	407,578	368,231	(39,347)	(10%)
Total expenses from continuing operations	404,318	318,792	85,526	21%
Surplus / (Deficit)	3,260	49,439	46,179	1417%
Statement of financial position				
Total assets	2,833,859	4,839,358	2,005,499	71%
Total liabilities	46,643	37,517	(9,126)	(20%)
Total equity	2,787,216	4,801,841	2,014,625	72%

The variances in income and expenses are due to the following:

Income

- Appropriation revenue for service was \$61.9 million lower than budget primarily driven by carryovers of funding for the Get in the Game program and other sport grants programs (\$31.8 million) and Racing Infrastructure program grant delays (\$21.9 million) pending the racing infrastructure strategic assessment outcome. The decrease is also due to delays in the North Stradbroke Island programs (\$2.5 million), the Cape York Peninsula Protected Area Joint Management program (\$2.5 million) and the Indigenous Rangers program (\$1.5 million).
- Partially offsetting the above was an additional funding of \$4.3 million approved in the Mid-Year Fiscal and Economic Review for the Queensland Government response to the Queensland Greyhound Racing Industry Commission of Inquiry.

Expenses

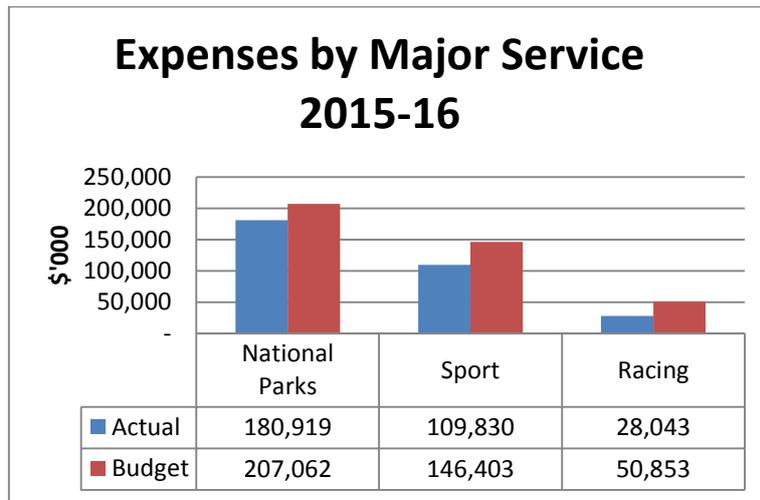
- Supplies and Services were \$6.8 million less than the original budget predominantly due to delays in expenditure associated with the Cape York Peninsula Joint Management program (\$2.2 million), Parks and Forest Management program (\$1.5 million), Parks Enhanced Maintenance program (\$0.5 million), Fire Initiative program (\$0.6 million) and North Stradbroke Island program (\$2.1 million).
- Grants and subsidies were \$54.4 million lower than the original budget mainly due to the timing of expenditure for various programs including sports grants (\$32.1 million under budget), Racing Infrastructure Capital Development Scheme (\$11.4 million under budget) and Racing Infrastructure Fund (\$11.4 million under budget).
- The department implemented a new road infrastructure valuation methodology in 2015–16 that resulted in a change to the calculation of depreciation for these assets.

Total equity closed at \$2 billion less than the original budget predominantly due to:

- total assets closing at \$2 billion higher than budget as result of the new road infrastructure valuation methodology implemented in 2015–16
- total liabilities closing at \$9.1 million less than budget due to more effective payment practices resulting in a favourable variance in payables.

Services

The cost of providing our services compared to the estimates published in the Service Delivery Statement (SDS) are set out in the chart below:



The significant variation in National Parks expenditure against budget is largely due to the department implementing a new road infrastructure valuation methodology in 2015–16 that resulted in a change to the calculation of depreciation for these assets.

The reduced Sport and Recreation expenditure against budget relates primarily to the timing of expenditure in relation to various sport grant programs of \$32.1 million including approximately \$27.5 million for the Get in the Game program.

The reduced Racing expenditure against budget relates to program delays pending the finalisation of a strategic assessment, relating to racing infrastructure grants.

Administered activities

Administered activities are those undertaken on behalf of the Queensland Government. The department collects a range of regulatory fees associated with permits for commercial activity in or near parks.

In addition, the department also administered funds on behalf of the State, including for Stadiums Queensland to support the maintenance and operation of its nine international standard sporting and entertainment facilities.

In 2015–16 the Queensland Government, through the department, provided Racing Queensland with one-off emergency funding of \$31.7 million to enable Racing Queensland to meet its obligations.

Chief Finance Officer (CFO) statement

The department is committed to establishing an efficient, effective and economical internal financial control framework for managing its financial performance and minimising financial liabilities and risks.

A comprehensive Financial Management Assurance Framework (FMAF) has been established within the department setting out in detail the internal controls and the mechanisms by which these controls are tested. The department’s internal control structure reflects the common internal control model established by the internationally recognised Committee of Sponsoring Organisations of the Treadway Commission (COSO). In addition, the Audit and Risk Committee provides overall stewardship of audit activities, audit recommendations, financial reporting, risk management processes and compliance practices.

The CFO has fulfilled all the responsibilities as required by the Financial Accountability Act 2009 and in compliance with section 57 of the Financial and Performance Management Standard 2009. The Accountable Officer has been provided with a statement indicating that the financial internal controls are operating efficiently, effectively and economically. The CFO Statement is based on the results of the checks performed as outlined in the department’s FMAF and the work undertaken by the various groups and committees under the broader governance framework.

An overview of the CFO Statement was provided by the CFO to the Audit and Risk Committee in conjunction with a review of the final 2015–16 annual financial statements. The Audit and Risk Committee endorsed both documents to the Accountable Officer for signing.

Our performance

Objective 1—Queensland’s outstanding parks and forests are protected, enjoyed and cherished now and into the future, enhancing Queenslanders’ wellbeing and prosperity

The department meets its objective by:

- managing parks and forests for conservation and for use by people, including fire, pest and weed management.
- facilitating ecotourism, recreation and heritage experiences within parks and forests, including building and maintaining visitor and tourism infrastructure.
- providing protected area services with traditional owners and Indigenous communities, including the implementation of Indigenous joint management plans and agreements.
- managing parks and forests permissions, including administering permits and authorities for tourism, infrastructure and sustainable resource use, and delivering a streamlined permit system.
- delivering field management in the Great Barrier Reef in partnership with the Australian Government.

Key performance indicators

- Improving national parks’ natural, cultural and presentation values towards target conditions.
- Delivery of infrastructure projects on Queensland Parks and Wildlife Service managed estate.
- Implementation of Queensland Parks and Wildlife Service fire management system to protect life, property and biodiversity.
- Proportion of protected areas managed under cooperative management arrangements with traditional owners.
- Enjoyment of Queensland’s protected areas by the community.

Service standards and other measures	Notes	2015–16 target/ estimate	2015–16 actual
Percentage of the Protection and Wildfire Mitigation Zones prescribed burning target achieved on QPWS managed estate to protect life and property.	1	90%	100%
Percentage of the QPWS managed estate prescribed burning target achieved to protect life, property and biodiversity.	2	80%	85%
Number of overnight camper stays hosted on national parks and forests.	3	1,300,000	1,500,000
Delivery of park management infrastructure projects on QPWS managed estate, as measured by the capital works activity index.		80–100	87
Delivery of visitor and tourism facility infrastructure projects on QPWS-managed estate, as measured by the capital works activity index.		80–100	96

Notes:

1. This service standard focused on protecting key community interests i.e. specifically identified critical areas close to residences and other urban zones. Each year, 20 per cent of the QPWS estate Protection and Wildfire Mitigation Zones are scheduled for hazard reduction prescribed burning.
2. This service standard has been discontinued and replaced with a new measure that more directly reflects the achievements and outcomes delivered through prescribed burning on the QPWS managed estate.
3. This is not an NPSR 2015–16 SDS service standard. This is an internal performance measure developed by the department for measuring progress towards its objectives, and has been included as a NPSR 2016–17 service standard. This measure has historically been reported in the annual *Report on the Administration of the Nature Conservation Act 1992*.

Our program of work

Changes to the *Nature Conservation Act 1992*

The Queensland Government's priority is to ensure that the *Nature Conservation Act 1992* (NCA) is a robust piece of legislation that provides for adequate conservation of Queensland's national parks and other protected areas. In 2015–16, the NCA was amended to:

- reinstate the 'conservation of nature' as the primary purpose of the NCA, while continuing to recognise the involvement of Indigenous people in the management of protected areas in which they have an interest under Aboriginal tradition or island custom.
- require amendments to management plans for national parks (Cape York Peninsula Aboriginal Land) to be prepared jointly with Indigenous landholders and to receive their consent before declaring special management areas (controlled action) on these parks.
- remove provisions that allowed management plans under the NCA, Marine Parks Act 2004 and Recreation Areas Management Act 2006 to be amended without public consultation if the amendments related to a change in State government policy.

These changes commenced on 25 May 2016. Additional changes relating to the classes of protected area will commence on 1 July 2016. These include reinstating the former national park (scientific) class which had been amalgamated with national parks and reinstating the former conservation park and resources reserve classes which had been amalgamated to form regional parks. Consequential amendments will also reinstate management principles for these areas and remove the regional park class which becomes redundant.

Protected Area Strategy

In 2015–16, the department, in conjunction with the Department of Environment and Heritage Protection commenced the development of the Protected Area Strategy to support the Queensland Government's commitments to expand and effectively manage the protected area estate.

Targeted consultation was undertaken to help inform the development of the draft strategy. Broader consultation will be undertaken prior to the anticipated finalisation of the strategy in 2016–17. The final strategy is intended to identify innovative approaches to support expansion and effective management of the protected area estate, while maximising returns on government funding and resourcing.

Protected area tenure, classification and zoning

The department provides expert input into protected area acquisitions, dedications and revocations, and maintains the currency of marine park zoning plans to ensure appropriate levels of protection and sustainable use.

In 2015–16, the department supported the Queensland Government's aspirations for protected areas, including securing and conserving representative and resilient samples of the state's biogeographical regions as national park. In 2015–16, QPWS delivered estate management, planning and asset works to support a net increase to the protected area estate of 396,157 hectares. This included the transition of key parcels of land to a higher level of protection, and new land acquisitions.

A new national park (29,310 hectares) was dedicated on 8 April 2016 on Cape York Peninsula (Biniirr National Park). The park will be jointly managed by the Waarnthurr-iin Aboriginal Corporation and QPWS.

In a significant increase to the protected area estate, 371,670 hectares across 10 properties (acquired under the National Reserve System program between 2010 and 2012) was dedicated as protected area on 27 November 2015.

The dedication of these properties created three new national parks (79,445 hectare Littleton National Park; 118,500 hectare Rungulla National Park; and 19,230 hectare Expedition National Park). An additional 80,412 hectares was also added to two existing national parks (Girringun National Park and Wondul Range National Park). The remainder became part of the regional park (now conservation parks and resources reserves) estate.

In 2015–16, to support the conservation of marine and coastal areas, the department:

- commenced data collection and assessment to contribute to the review of the Great Sandy Marine Park Zoning Plan.
- released the Declared Fish Habitat Area Network Strategy 2015–2020 following public consultation.
- completed the second round of public consultation on the declaration of one expanded and two new Fish Habitat Areas (FHA) under the Central Queensland declared Fish Habitat Area Investigation Program.

Expansion of the Fitzroy River declared Fish Habitat Area forms part of the Queensland Government's commitment to protect the Fitzroy delta as outlined in the Reef 2050 Long-Term Sustainability Plan.

Highlight—Lamington National Park Centenary

On 31 July 2015, QPWS South East Region hosted the centenary celebrations of Lamington National Park.

Lamington National Park was declared on 31 July 1915, and is part of the Gondwana Rainforests of Australia World Heritage Area, the most extensive subtropical rainforest in the world. The area features more than 130 kilometres of walking trails, more than 500 beautiful waterfalls and is home to 390 species of Australian wildlife. It covers more than 20,500 hectares of the McPherson Range and is an internationally recognised landscape valued for its natural and cultural aspects.

The centenary celebrations were supported and attended by members of the Yugambah Aboriginal kinship group, the Wangerriburra people, the Green Mountains Natural History Association, Lamington Natural History Association, descendants of pioneer national parks advocates Robert Collins and Romeo Lahey, and the family of Mick O'Reilly (Lamington's first paid ranger).

The centenary celebrations coincided with World Ranger Day and was attended by an estimated 300 dignitaries, past and present rangers, neighbours, volunteers and friends. The department delivered more than \$500,000 in Lamington National Park track and visitor centre upgrades and interpretation (primarily in the 2014–15 financial year) to complement the centenary and to prepare for the 2018 Gold Coast Commonwealth Games. As part of the centenary celebrations, it was announced that 586 hectares of adjoining government owned land in the Numinbah Valley was to be added to the national park.

The event also re-opened the upgraded Green Mountains Visitor Centre and commemorated the 40 year anniversary of QPWS, which was established on 5 June 1975.

Protected area management planning

Park-level management instruments (management plans and statements, conservation plans and recovery plans) are crucial to the effective management of national parks and other protected areas.

As of July 2015, all protected areas managed solely by the QPWS, including national parks and regional parks, had a current management instrument in place within a year of their dedication. Two new national parks created in 2015–16 (Littleton and Rungulla national parks) were on track to have a management instrument completed within 12 months. In accordance with the department's adaptive management framework, certain protected areas were identified as requiring a more comprehensive

management plan. During the reporting period, the department progressed work on new management instruments for some of Queensland's iconic parks, including Great Sandy, Carnarvon, Boodjamulla, Noosa and Daintree national parks.

Fire management

The department undertakes fire management on the QPWS-managed estate to protect life, property and biodiversity.

During 2015–16, QPWS implemented nearly 500 planned burns and responded to more than 270 wildfires. The department exceeded its planned burn target, and delivered prescribed burning on 630,000 hectares (or more than five per cent of the QPWS-managed estate) with a particular focus on improved hazard mitigation and early season burning ahead of the fire season.

In 2015–16, QPWS prioritised managing risk in urban and rural interfaces and committed more than \$1.9 million to upgrade and maintain high priority urban interface fire lines in key locations in South East Queensland. QPWS continued to undertake both cooperative fire planning and joint planned burning operations with neighbouring landholders, Queensland Fire and Emergency Services (QFES) and Rural Fire Service volunteers.

The department exceeded its Protection and Wildfire Mitigation Zones target, delivering 233 planned burns on these areas. The department also worked collaboratively with QFES to operationalise the RediPortal system to support planning and implementation of planned burning operations to further reduce the bushfire risk in key urban interface areas.

QPWS maintains a well trained and equipped workforce to manage fire on parks and forests, with approximately 600 fire-trained staff and about 200 light attack 4WD fire vehicles in operation. In 2015–16, QPWS delivered 31 enhanced fire training courses to 379 ranger staff including National Incident Management qualifications and QPWS planned burning and fuel hazard courses.

Strategic Pest Management Program

The department works closely with neighbouring landholders, other Queensland Government agencies, local governments and conservation partners to deliver effective and collaborative pest management.

In 2015–16, approximately \$7.5 million was invested to manage pests, including more than \$1 million for 29 Strategic Pest Management Program projects targeting priority pests. Key pest outcomes delivered during 2015–16 included controlling predators and/or competitors to facilitate recovery of small mammals such as bilbies in Astrebla Downs National Park and bridled nail-tail wallabies in Taunton National Park

(Scientific), northern hairy-nosed wombats at Epping Forest National Park (Scientific), and enhancing the pest management surrounding critical artesian springs in Western Queensland. Other projects targeted the control of feral pigs in the Whitsunday ranges, weeds in the Wet Tropics, and pests on islands in the Great Barrier Reef Marine Park.

QPWS also contributed to a number of other large scale collaborative projects including the Nest to Ocean Turtle Protection Program, and the Queensland Feral Pest Initiative project to evaluate alternative broad-scale control tools and strategies for feral cats.

To improve pest management effectiveness, QPWS revised its operational policy for the management of wild dogs on QPWS estate and introduced a new Biosecurity Framework to support pest management outcomes on island national parks. Since 1974, QPWS and its partners have eradicated 12 pest species from 27 islands.

Species and ecosystems conservation, recovery and restoration

The department prioritises QPWS management actions that support the recovery and restoration of threatened species populations. This work is interconnected with other QPWS fire and pest management programs. In 2015–16, QPWS:

- authored or co-authored six published papers on subjects including: significant values in protected areas, their ecology and management, disease management, development of methods and protocols. Papers aimed to facilitate effective monitoring of significant populations of species, such as wedge-tailed shearwater, kroombit tinker frog, bridled nail-tail wallaby and bilby including using automated acoustic sensors and thermal imaging cameras.
- trained 27 staff and volunteers, including eight Indigenous rangers from Giirringun, Yirrganydji and Lama Lama groups, in how to effectively undertake coastal bird monitoring.
- developed an adaptive management strategy for seabirds on Raine Island National Park (Scientific).
- implemented planned burns to prevent or redress rainforest expansion into significant woodlands and grasslands and controlled pest plants to restore threatened ecosystems and habitat for significant plant and animal species, particularly in the Wet Tropics.

Many of these programs involved dedicated volunteers and/or partnerships with universities, catchment management groups, special interest groups and neighbouring landholders and have shown positive outcomes.

Highlight—Nest to Ocean Turtle Protection program

Six species of threatened marine turtles nest along the Queensland coast. Predation of turtle nests by feral pigs, foxes, dogs and goannas is a key threat to the ongoing viability of these turtle populations.

The \$7 million, four-year joint Queensland-Commonwealth Nest to Ocean Turtle Protection Program provides grant funding for projects that protect turtle eggs and hatchlings from predators by implementing predator control programs or providing nest protection at priority rookeries during nesting seasons. Traditional owner engagement is also supported through the program which is delivered by QPWS. The program's target is to increase survivability of eggs and hatchlings to more than 70 per cent.

The first two rounds of grant funding allocated \$4.1 million to 13 projects to implement turtle monitoring and predator control activities. Before the program, studies undertaken at some locations indicated less than 30 per cent of nests escaped feral pig predation and produced hatchlings. Program monitoring up to December 2015 indicated that in turtle rookeries targeted by Nest to Ocean activities, up to 89 per cent of nests produced hatchlings.

In 2015–16, projects were funded across a range of land tenures including traditional owners, natural resource management groups, universities and state government agencies. A gap analysis was undertaken in 2015 to prioritise investment of remaining funds and effectively deliver on the program's objectives and the third round of funding under the program was largely completed by 30 June 2016.

Fraser Island dingo management

The Fraser Island Dingo Conservation and Risk Management Strategy continued to guide the contribution of QPWS to programs that support a sustainable and healthy dingo population on Fraser Island, engage the Butchulla traditional owners and maintain the safety of the island's residents, business operators and visitors.

In 2015–16, the Be Dingo-Safe messaging was reinforced through a range of approaches including face-to-face briefings, appropriately located signage, distribution of factual information via brochures and the department's website, and the use of social media.

Temporary dangerous dingo signs were installed at popular visitor sites, when the potential for an adverse human-dingo interaction was identified. Temporary camp zone closures were implemented, particularly along the eastern beach, to reduce negative human-dingo interactions.

The Fraser Island Dingo Research Program administered by the Department of Environment and Heritage Protection will inform future QPWS best practice management.

Parks and forests asset management

QPWS has a responsibility to manage a broad range of park management and visitor facilities across Queensland's parks and forest estate, including more than 2000 kilometres of walking tracks, 30,000 kilometres of roads, and more than 470 camping areas and 200 day use areas, as well as visitor centres, offices, work bases and employee housing.

In 2015–16, the department invested \$23 million to improve visitor facilities, access and management capacity in parks and forests. Works undertaken during the reporting period included the replacement and upgrade of walking tracks, viewing platforms, day use and camping areas, roads and car parks, work bases and offices, ranger housing, fences, fire lines and vessel construction projects.

Significant works completed in 2015–16 included visitor centre upgrades. Other priority works delivered included:

- upgrades to camping and day use areas at Danbulla State Forest near Tinaroo Dam.
- Dubuji Boardwalk redevelopment in Daintree National Park.
- visitor access walkways and lighting in Trezkin Cave, Chillagoe-Mungana Caves National Park.
- enhancements to day use areas at the Knoll in Tamborine National Park.
- major roadworks on Curtis Island.
- works and signage in response to the Inskip Point near-shore landslide that occurred on 26 September 2015.
- fire lines upgrades in critical urban interface (iZone) areas.

The 2015–16 capital program also included an investment of \$3.6 million for the replacement and acquisition of plant and equipment to support the delivery of park operations. Items purchased included vessels, side-by-side utility task vehicles, fire units, tractors, power carriers, trailers, mowers and generators.

In addition to new works, maintenance of existing infrastructure on protected areas contributes to the protection of parks and also enhances the quality of visitor experiences. QPWS uses a Strategic Asset Management System to help identify, quantify and prioritise its asset maintenance tasks and to support provision of well maintained, safe, high quality infrastructure for the public. The annual asset maintenance program requires significant investment of the department's financial and staff resources.

Overall infrastructure maintenance funding on the QPWS estate is benchmarked against minimum standards recommended in the Queensland Government Maintenance Management Framework.

Disaster and incident response

During the reporting period Queensland national parks were not severely impacted by tropical cyclones or extreme weather events. QPWS responded to a range of other serious incidents throughout the state.

On 17 July 2015, Maritime Safety Queensland confirmed an area of coastal waters affected by oil spill starting about 30km north of Cape Upstart and extending northwards for about 55km. The department supported the oil spill clean-up which involved numerous agencies including Maritime Safety Queensland, Australian Maritime Safety Authority, Great Barrier Reef Marine Park Authority (GBRMPA), Department of Environment and Heritage Protection, local government and local stakeholders. The clean-up and final inspection was completed on 10 August 2015.

QPWS contributed to community response efforts for wildfires both on, and adjacent to, QPWS-managed lands including Cape York, Oyala Thumotang National Park (Cape York Peninsula Aboriginal land (CYPAL)) and the Clemant section of Paluma Range National Park. In 2015–16, QPWS recorded involvement in more than 270 wildfires across its estate, the majority of these being in the spring and early summer fire risk period. QPWS led the responsibility for responding to over half of these wildfires and worked cooperatively with the relevant stakeholders in managing the threat for cross-tenure fires.

QPWS also responded to a significant near-shore landslide on Inskip Peninsula, and acted swiftly to close island and mainland parks in South East Queensland during a major deluge and flooding event in June 2016.

Volunteering

The department relies on the generosity of dedicated individuals and community groups who volunteer their skills and expertise to help manage national parks. Volunteering programs on 130 parks and forests deliver valuable services from revegetation, weed removal and wildlife monitoring to track maintenance and guided tours.

In 2015–16, the department issued new uniforms and badges to volunteers and produced new guidelines on voluntourism and campground hosting following a review of the Friends of Parks program.

Although a PricewaterhouseCoopers 2016 report on volunteering in Australia indicated volunteering rates are declining⁵, the department continues to attract and retain volunteers from all walks of life and age groups.

In 2015–16, more than 1000 registered volunteers donated an estimated 96,000 hours to assist with park management services.

A flagship program at Mon Repos saw 51 volunteers provide a record 4518 hours of volunteering to support the seasonal turtle watching program.

Volunteering programs at the Walkabout Creek Discovery Centre and David Fleay Wildlife Park have been reinvigorated and almost 100 volunteers now support enhanced visitor experiences at these centres.

In addition, 100 partners including Four Wheel Drive Queensland, provided practical support for park management across the state. The 16th annual beach clean-up on Fraser Island in May 2016 attracted more than 500 volunteers.

Queensland Ecotourism Plan

Tourism is a \$23 billion industry for Queensland, generating \$65 million a day in visitor expenditure across the state, and directly and indirectly employing 230,000 Queenslanders.⁶ Ecotourism is a key sector of the broader tourism experience in Queensland, encompassing nature-based experiences that increase visitor appreciation and understanding of natural and cultural values. As national parks and marine parks are a significant contributor to the Queensland ecotourism economy, the department is lead agency for the whole-of-government Queensland Ecotourism Plan.

The draft Queensland Ecotourism Plan was developed with input from relevant state and Commonwealth government agencies and was released for consultation at the DestinationQ tourism forum on 8–9 October 2015. It focussed on collaboration and partnerships to facilitate best practice ecotourism experiences that provide a positive contribution to Queensland's natural areas and cultural heritage assets, community and economy. The department completed consultation in November 2015. The final plan is due for release in late 2016.

⁵ State of Volunteering in Australia: Help Create Happiness (April 2016), PricewaterhouseCoopers report for Volunteering Australia

⁶ Tourism and Events Queensland, Tourism Economic Key Facts, April 2016

Events on protected areas

The department delivers regional and community economic and well-being benefits through the support of sustainably managed arts, culture and sporting events on parks and forests.

Significant events hosted or partially hosted on the QPWS managed estate in 2015–16 included the Union Cycliste Internationale (UCI) Mountain Bike World Cup in Cairns, Oxfam Trailwalker in Brisbane's D'Aguiar National Park, the Fraser Coast Seafood Festival and the Kokoda Challenge event.

QPWS ran a series of free events for World Ranger Day around Queensland on 31 July 2015. World Ranger Day celebrates the work that rangers do to protect the world's natural and cultural treasures and commemorates rangers killed or injured in the line of duty.

QPWS also worked with local stakeholders and communities for the Centenary of Lamington National Park event and the Girraween National Park 50th anniversary celebration.

QPWS continued working with the Department of Tourism, Major Events, Small Business and the Commonwealth Games to ready Nerang National Park as a key mountain biking event location for the 2018 Commonwealth Games.

Gateway visitor centres

The Gateway Visitor Centres initiative seeks to revitalise QPWS-managed visitor centres, support local tourism economies and showcase the values of Queensland's national parks and wildlife.

To guide investment in these centres, Concept Master Plans and Government Directions Papers for David Fleay Wildlife Park, Mon Repos Turtle Centre and Walkabout Creek Discovery Centre were released in 2014.

In 2015–16, key Stage 1 capital and operational initiatives towards the Gateway Visitor Centre visions were completed.

At Walkabout Creek Discovery Centre, QPWS opened three new activity trails, a mountain bike skills course, four nature play zones, a picnic area and public toilet facilities, visitor signage and upgrades to wildlife exhibits and the information centre.

At David Fleay Wildlife Park, the department opened the amphitheatre and canoe launch on Tallebudgera Creek and revitalised its bird shows and educational programs.

The improvements have been well received by local communities, resulting in increased visitor numbers and revenue at each centre.

Significant progress was also made on a new visitor centre and amphitheatre at Carnarvon National Park, and a stakeholder workshop was held to commence

direction-setting for Daisy Hill Regional Park and the Koala Bushland Coordinated Conservation Area.

Highlight—Mon Repos Turtle Centre

Mon Repos beach on the Woongarra Coast (just outside of Bundaberg) supports the main concentration of endangered loggerhead turtles in the South Pacific. Successful nesting here is vital for this species.

The Mon Repos Turtle Centre provides a home base for rangers and researchers who work to protect the loggerhead and other threatened marine turtles that nest in the area, and engage visitors with turtle conservation efforts, research and interpretation. The ranger-guided turtle experience is widely regarded as a signature experience in the Southern Great Barrier Reef and Mon Repos region.

Monitoring indicated that turtle numbers for the Woongarra Coast during the 2015–16 nesting season were comparable to past seasons, with 387 Loggerhead turtles (*Caretta caretta*) coming ashore to nest, as well as seven Flatback turtles (*Natator depressus*) and one Green turtle (*Chelonia mydas*).

The master planned vision for the Mon Repos Turtle Centre is: a world leading ecotourism experience and turtle conservation partnership that inspires and touches the hearts and minds of domestic and international visitors.

In 2015–16, QPWS built a new turtle shell amphitheatre roof, a new staff office, and upgraded signage and audio-visual interpretation.

There were record visitor numbers for the 2015–16 marine turtle tour season (November 2015 to March 2016) with 30,227 bookings for the Turtle Encounters tour. Additional funding of \$10 million over two years was secured for Mon Repos from the Significant Regional Infrastructure Projects Program (SRIPP) in June 2016.

Recreational opportunities on protected areas

The department supports a diverse range of active and healthy outdoor experiences on terrestrial parks and forests and marine parks, including bushwalking, swimming, diving, four-wheel driving, cycling, canoeing, horse riding, trail-bike riding and rock climbing.

In 2015–16, QPWS worked closely with the Queensland Outdoor Recreation Federation (QORF) and the outdoor recreation sector, including participating in a Recreation Industry Forum in Bundaberg and attending regular rock climbing and mountain bike forums in Brisbane.

QPWS continued to support mountain bike opportunities and adventure tourism, including investing in the upgrades and maintenance of trails (for example, Samford Regional Park near Brisbane and Smithfield Regional Park in Cairns), hosting the Union Cycliste Internationale World Cup at Smithfield Regional Park, and maintaining productive working relationships with many mountain bike and four wheel driving groups.

Highlight—Atherton Mountain Biking QORF Award

Atherton is one of Queensland’s best destinations for bushwalking and pedal-powered fun, and the area is receiving growing recognition for its trail networks.

In October 2015, QPWS won the Queensland Outdoor Recreation Federation (QORF) Government Achievement Award (joint category winner) for the Atherton Forest Mountain Bike Park and Mt Baldy walking trails.

These trail networks demonstrate QPWS’ commitment to providing a wide range of outdoor recreation opportunities for the community, while protecting the natural and cultural values of Queensland’s parks and forests.

The 60km mountain-biking network through tall forest was professionally built to international standards and now attracts international competitions, introducing thousands of new visitors to the Atherton Tableland, benefiting the community and regional economy.

New cooperative management partnerships/arrangements

The *Nature Conservation Act 1992* and the *Marine Parks Act 2004* set out requirements to form active partnerships with, and cooperatively involve traditional owners in the management of protected areas and the conservation of nature. In addition, the Commonwealth *Native Title Act 1993* (NTA) provides a legislative framework for recognising and protecting native title rights and interests. Where native title rights and interests exist, the state must deal with them in accordance with the NTA.

Within Queensland, traditional owners have freehold ownership and statutory joint management responsibilities of an estimated 20 per cent of protected areas. An additional estimated 38 per cent of protected areas are subject to a range of cooperative partnership arrangements and a further 12 per cent are in an advanced stage of negotiating a cooperative partnership arrangement. Some of these protected areas (and in particular a growing number of Queensland’s highly ecologically significant protected

areas) have been subject to a determination of native title.

In 2015–2016, QPWS supported the resolution of native title claims over protected areas. These determinations covered the traditional country of the Birriah People, Barada Barna People, Widi People, Wulli Wulli People, Darumbal People.

In the negotiation towards these consent determinations, QPWS entered into Protected Area Indigenous Land Use Agreements (PA ILUAs) with the native title applicants. These provide the basis for QPWS and native title holders to work in cooperative partnerships in the management of QPWS estate.

In order to promote stronger working relationships and partnerships between traditional owners and QPWS staff, a cultural capacity building program (Working with the Mob) was initiated in 2015–16, which involved the publication of a staff resource booklet (Engaging with the Mob) in consultation with the QPWS Southern Indigenous Rangers Network.

North Stradbroke Island joint management

The department jointly manages Naree Budjong Djara National Park and other protected areas on North Stradbroke and Peel Islands with the traditional owners, the Quandamooka People, under an Indigenous Land Use Agreement and Indigenous Management Agreement. This arrangement provides for the Quandamooka people to be jointly involved in park management decisions on Aboriginal land and recognises their ability to sustainably exercise their native title rights and interests while ensuring natural and cultural values of the land are protected into the future.

Minjerribah Camping, a discrete business entity formed as a partnership between the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) and Indigenous Business Australia, continues to formally manage the beach camping and driving areas on Flinders and Main Beaches within the recreation area on behalf of QYAC, under a service agreement between QYAC and the Queensland Government. Minjerribah Camping administers permits, collects fees and maintains the beach camping and driving areas.

In 2015–16, QPWS and the Quandamooka people continued to implement joint management arrangements, including working collaboratively to develop a range of projects that will protect natural and cultural values and improve presentation of the protected areas. This includes capital works, fire and pest strategies, works programs and site rehabilitation. In addition, four ranger positions are now employed directly by QYAC through an agreement that commenced at the end of 2015.

Cape York Peninsula joint management

Through the Cape York Peninsula Tenure Resolution Program led by the Department of Aboriginal and Torres Strait Islander Partnerships, the Queensland Government is transitioning identified Cape York properties to Aboriginal freehold land, allowing traditional owners to return to live on country and pursue employment and business opportunities while ensuring outstanding environmental values are protected in national parks and nature refuges.

QPWS and traditional owners jointly manage 22 parks under the National Park (Cape York Peninsula Aboriginal Land or CYPAL) tenure. As at 30 June 2016, National Parks (CYPAL) covered a combined area of 1,963,268 hectares on Cape York Peninsula.

During the reporting period, QPWS continued to support formal joint management arrangements between the Queensland Government and the land trusts and corporations representing the traditional owners of the National Parks (CYPAL). In 2015–16, QPWS invested an estimated \$9.5 million to jointly manage parks in Cape York Peninsula and far north Queensland and to employ Aboriginal people as rangers across a number of Cape York parks, bolster the resources applied to enhanced land management and cultural management, improve engagement of traditional owners in management of their country, support Indigenous tourism businesses and build the capacity of land trusts and corporations to manage parks. Key projects focussed on natural resource management, infrastructure construction, cultural mapping and protection, visitor management and compliance.

Camping and bookings management

In 2015–16, more than 1.5 million camper nights in more than 470 camping areas were hosted. QPWS issued more than 360,000 camping and vehicle access permits—an increase of almost 16 per cent from the previous year.

QPWS is committed to delivering reliable, adaptable and contemporary camping and vehicle access booking services for its customers, and to improving the administrative transaction costs to deliver the service.

On 9 June 2016, QPWS launched a new National Park Booking Service, an online system for purchasing camping and vehicle access permits. The new website is responsive, reliable and easy to use on desktop, mobile phones and tablets. Customers have access to more information about camping opportunities, camping areas and facilities to help them make a booking that meets their requirements. The new service supports all current customer service channels—QPWS counters, self-service kiosks, agents and the Queensland Government's 13 QGOV call centre.

Highlight—Biniirr National Park (CYPAL)

The new Biniirr National Park (CYPAL) was dedicated as a park on 8 April 2016 in a ceremony held in Hopevale, as part of the Cape York Peninsula Tenure Resolution Program led by the Department of Aboriginal and Torres Strait Islander Partnerships.

Located 60km northwest of Cooktown, this new 29,310 hectare national park is rich in significance for the Aboriginal traditional owners.

Encompassing culturally significant rock art and remote sandstone plateaus and ranges, the park includes substantial portions of the Mclvor River and Bridge Creek catchments. It will protect threatened and near threatened plants and animals within the rainforest, woodland, spring-based refugia and heath communities. The park includes regional ecosystems of State significance, which had previously been under-represented in Queensland’s protected area estate.

Biniirr National Park (CYPAL) is jointly managed by the Queensland Parks and Wildlife Service and the Waarnthuurr-iin Aboriginal Corporation, representing the Nhirrbanh, Wundal, Wunuurr and Balnggarr traditional owner groups.

Commercial tourism authorities on parks and forests

In October 2015 the department released the revised Ecotourism Facilities on National Parks Implementation Framework with strengthened conservation and public interest provisions to support low-impact ecotourism facilities authorities.

The department is lead agency for nine proposals—two government-initiated opportunities offered to market and seven industry-initiated proposals. Of these, the department has progressed eight to detailed proposal stage and continues to work with the remaining proponent to progress its concept proposal. The Best Practice Ecotourism Development Guidelines continue to be used to promote best practice standards for ecotourism facility proposals on national parks.

In 2015–16, as part of the Queensland Eco and Sustainable Tourism (QuEST) policy implementation, the department completed a review of the sustainable visitor capacity on Fraser Island and identified additional capacity for commercial guided tour operations at 12 locations, which the department intends to release to the market through an expression of interest process in 2016–17. The department commenced QuEST implementation for Moreton Island with advice sent to tour operators in February 2016, and entered the planning stage for QuEST implementation at Cooloola and the Daintree.

Management of grazing on protected areas

The department administers more than 1000 grazing authorities. Over 90 per cent of these authorities relate to State forests.

Grazing is allowed on State forestry land where it is compatible with existing forest values and where the activity does not compromise principles of ecologically sustainable forest management.

Grazing on national parks is largely a legacy of authorised grazing prior to an area being transferred to national park tenure. In 2015–16, the department continued to manage legacy grazing on national parks and grazing on QPWS-managed estate in accordance with the government’s policy and worked with leaseholders in relation to term leases for agricultural, grazing or pastoral purposes on national park, regional park and forest reserve.

Management of resources authorities on the QPWS estate

A key objective for the department is to ensure that any natural resource use or development within parks and forests is managed sustainably.

Mining, gas and petroleum activities are not permitted on national parks but can be conducted on other QPWS-managed land including State forests.

In recent years, the rapid expansion of Queensland’s petroleum and gas sector has led to a significant increase in operations in a number of State forests, particularly those in the Surat and Bowen basins. Industry activity in these areas involves the construction of coal seam gas wells and essential supporting infrastructure including gas, water, communication and power lines and access tracks.

In 2015–16, QPWS continued to prioritise management of coal seam gas activities in State forests, administering authorities in relation to more than 600 gas well pads and associated infrastructure on the QPWS estate. QPWS officers continued to work closely with resource companies, the Department of Agriculture and Fisheries and Queensland Fire and Emergency Services to ensure that operations cause minimal impacts to the existing uses and values, and risk management of these areas. This work included liaising with companies to plan and assess proposed works, conducting site inspections, issuing any approvals required and conducting audits.

Great Barrier Reef Joint Field Management Program

The Great Barrier Reef Joint Field Management Program is undertaken by the QPWS Great Barrier Reef Region, in collaboration with the Great Barrier Reef Marine Park Authority (GBRMPA).

The Field Management Program was recognised with two awards at the 2015 Prime Minister's Awards for Excellence in Public Sector Management—the overall Silver Award and the Collaboration Award. These awards recognise best practice and innovation across all levels of government in Australia. In acknowledging the program, the judges noted that 'the achievements of the program are impressive in terms of conservation and access to the Great Barrier Reef Marine Park.'

The Field Management Program revised its five year business strategy and its 2016–17 Annual Business Plan to align with the Reef 2050 Long-Term Sustainability Plan. During the reporting period, the Field Management Program delivered practical actions to assist in protecting important marine and island ecosystems and maintaining the reef's popular natural tourism destinations. As a primary focus, key tourism and recreational sites were maintained and kept available for use by tourists and local residents.

Crown-of-thorns starfish

The crown-of-thorns starfish (*Acanthaster planci*) is native to coral reefs in the Indo-Pacific region. On healthy coral reefs, the coral-eating starfish plays an important role by feeding on the fastest growing corals, allowing slower growing coral species to form colonies. However, starfish outbreaks, likely exacerbated by nutrient runoff, pose one of the most significant threats to the Great Barrier Reef. Australian Institute of Marine Science research indicates that coral cover on surveyed reefs has declined by about 50 per cent over the past 30 years and crown-of-thorns starfish are responsible for almost half of this decline.⁷

Crown-of-thorns starfish surveys continued south of Cairns building on the comprehensive survey work conducted between Cooktown and Cairns in 2014–15. In 2015–16, 1932 manta tows were conducted covering 338km, and 452 reef health impact surveys were undertaken. Of the 19 reefs surveyed, eight were identified as having populations above outbreak levels. For genetic research purposes, the Field Management Program took 96 crown of thorns

starfish samples from these locations.

Broad-scale manta tows were conducted along the entire reef margins. Vessel tenders were used for close-in work in shallow areas to allow rapid detection of areas of high coral cover and high crown-of-thorns presence and/or scarring.

Coral bleaching

For the months of February, March and April 2016 the sea surface temperatures recorded in the northern parts of the reef were the highest on record. Coral bleaching occurs when water temperatures increase and the relationship between the coral and tiny marine algae (zooxanthellae) that live inside the coral's tissue is broken. The coral begins to bleach without the zooxanthellae, and most corals starve. Coral bleaching is predicted to become more severe and frequent with climate change.

QPWS responded to the significant coral bleaching event which began to present in March 2016 following months of heat stress. The Field Management Program delivered reef health and impact surveys to determine the severity and extent of the bleaching event. The program's two main vessels Reef Ranger and Reef Heron (as well as other smaller vessels from the marine parks' fleet) and crew were deployed between March and June 2016.

A total of 2100 in-water surveys were completed across 156 separate reefs between February and mid-June 2016. These in-water and aerial surveys indicated that bleaching was widespread (most severe in the Far Northern Great Barrier Reef sector and less severe towards the southern parts of the Marine Park). Due to its extent and severity, the 2016 mass coral bleaching event on the Great Barrier Reef was worse than previous documented mass bleaching events of 1998 and 2002.

In 2016–17, follow-up surveys will be conducted to better understand and document levels of mortality and recovery measures.

Raine Island

Raine Island is a 21 hectare coral cay at the northern end of the Great Barrier Reef which has international conservation significance as a major breeding location for seabirds and turtles. It supports the largest rookery in the world for the vulnerable Green turtle (*Chelonia mydas*), a species that has experienced a concerning decline in reproductive success over the past decade.

During the reporting period, responsibility for the Raine Island Recovery Project was transferred to the Department of National Parks, Sport and Racing from the Department of Environment and Heritage Protection (EHP). In 2015–16, a five-year, \$7.995 million collaboration commenced between BHP Billiton, the Great Barrier Reef Foundation (GBRF), the Queensland Government, GBRMPA, and the

⁷ De'ath et al. (Australian Institute of Marine Science), *The 27-year decline of coral cover on the Great Barrier Reef and its causes*, Proceedings of the National Academy of Sciences, October 2012, Vol 109 no. 44.

Wuthathi, Erubam Le, Meriam Le and Ugarem Le traditional owners. BHP Billiton committed \$5.495 million through the GBRF, with the Field Management Program committing \$2.5 million in in-kind support.

In 2015–16, four working trips and one delegates' trip were undertaken to Raine Island. The project facilitated the employment of traditional owners for 51 trip days to assist in delivering on-ground works. The focus of these activities was to monitor the reproductive success of turtles in the section of beach previously modified to reduce turtle mortality. Research activities included the tagging of turtles with satellite trackers, the mapping of the island with drones and investigating the use of drones to survey turtle and seabirds numbers. Adaptive management actions to reduce adult turtle mortality from cliff falls included the installation of an additional 100m of cliff top fencing, bringing the total to 1000m.

Compliance

The efficiency of compliance activities undertaken by the department in the Great Barrier Reef World Heritage Area was boosted with two state-of-the-art 10.5m patrol vessels, Jakarra and Karamea, joining the fleet of vessels patrolling the Great Barrier Reef. These custom-built vessels will patrol the Cairns and Capricorn Coast areas and cost approximately \$520,000 and \$550,000 respectively.

A new Field Reporting System, initially developed to support in-field compliance incident reporting, was successfully adopted across the Great Barrier Reef Region and Field Management Program. Using tablet and vessel monitoring system technologies, the system is reducing time spent reporting on compliance trip outcomes and investigations of incidents of non-compliance.

In 2015–16, there was an increase in the number of reports of shoals and shipwrecks within Marine National Park zones being intentionally targeted by recreational fishers at night. In response QPWS, Queensland Boating and Fisheries Patrol and Queensland Water Police conducted coordinated night time vessel and aircraft patrols with Field Management Program field operations team and Maritime Border Command at a number of high risk areas in the Marine Park.

Visitor attraction and communication

The department continues to support the Queensland Government's tourism objectives through the Queensland National Parks Keep Discovering brand platform, which was developed in collaboration with Tourism and Events Queensland and key tourism and recreation stakeholders.

In 2015–16, QPWS engaged with customers and inspired national parks visitation through a presence at key events such as the Caravan, Camping and

Touring Supershows held in Queensland, Victoria and New South Wales.

QPWS produced a range of new visitor brochures including Journey Guides to Gold Coast and Scenic Rim and Central West Queensland, Discovery Guides for Green Island, Springbrook, Eungella, Chillagoe-Mungana Caves, Daintree and Carnarvon national parks, the North Queensland Mountain Biking Guide and David Fleay Wildlife Park Visitor Guide. Keep Discovering communications were also extended through travel media and publicity opportunities.

QPWS continued to implement its digital marketing strategy and strengthened engagement with national parks customers through Facebook, Instagram and YouTube. As at 30 June 2016, QPWS had the leading Australian national parks service presence on both Facebook and Instagram and work had significantly progressed towards a new website for national parks tourists and other visitors.

QPWS produced interpretive signs across the state including educational signs at Danbulla and Bowling Green Bay national parks and interpretive exhibits at the new Carnarvon Gorge visitor centre.

QPWS also implemented the findings of the 2015 Safety Sign Review and undertook an analysis of sites associated with serious visitor injuries or fatalities. New safety sign plans were developed for 12 sites.

Permit streamlining

The department administers permissions (permits, leases, agreements and other authorities) for the use of terrestrial and marine parks and forests in accordance with legislation including the *Nature Conservation Act 1992*, *Recreation Areas Management Act 2006*, *Forestry Act 1959*, *Marine Parks Act 2004* and *Fisheries Act 1994*. It is committed to applying a risk-based management approach, dependent on potential conservation, economic and social benefits, and consistency with protected area management principles.

In 2015–16, QPWS implemented a range of legislative, regulatory and administrative reforms to streamline permit processes while maintaining appropriate protections, including:

- streamlining the invoicing process for commercial tour operators, saving clients time and the agency money.
- introducing organised event notifications and permits, reducing the number of permits to conduct non-commercial recreational activities in protected areas.
- commencing transitioning commercial tour operators from short term permits to 15 year commercial activity agreements for Moreton Island National Park.

- streamlining approvals for commercial activities undertaken across State and/or Commonwealth marine parks and protected areas, and implemented a new single Great Barrier Reef World Heritage Area permit.
- scoping additional process efficiencies for the joint (State-Commonwealth) Marine Parks permitting system such as electronic signatures for decisions on applications for permissions.

Adaptive park management framework

In 2015–16, QPWS introduced a new adaptive management system for protected areas. The new approach is consistent with International Union for Conservation of Nature (IUCN) best practice management planning and evaluation approaches, and focuses on identifying and managing key park values in a prioritisation framework.

This framework is focused on planning for healthy park values, setting clear and consistent management standards, putting plans into action, monitoring progress, evaluating performance and setting targets to improve management over time.

A fundamental component of this framework is setting Levels of Service for all parks management standards appropriate to the assessed values, threats and management issues on parks to guide resource allocation and management efforts across the state.

In 2016–17, the focus is to complete planning and establish monitoring to track the department's progress in managing the condition of Queensland's iconic parks.

Investing in contemporary technology

The ICT Roadmap guides QPWS investment and effort in improving its Information and Communications Technology capabilities to support managing protected areas and improve customer experiences. The roadmap identifies four core improvement areas (information management, technology, applications and workforce capability) and includes transitioning from internal, high risk and bespoke ways of working to procuring ICT as-a-service and contemporary off-the-shelf and cloud-based solutions.

In 2015–16, a new Fire Management System (FLAME) was released. This spatially enabled, web-based IT system will significantly increase QPWS' capacity to more effectively and efficiently manage and report on all of its fire management operations.

QPWS installed 13 wi-fi hotspots (including at Carnarvon Gorge, Green Mountains (Lamington), Kenilworth, Springbrook and Girraween), to support the new national park booking service and assist campers to book camping and vehicle access permits online and explore more information about

experiences in national parks.

Planning also commenced for priority roll-out of a new QPWS permitting system (to administer parks and forests permits, agreements and authorities), and pest and asset management system solutions.

Ranger Development Framework

The department continued to implement the Ranger Development Framework (RDF) to enhance capabilities and ensure the ranger workforce profile is flexible and responsive to contemporary challenges, and to develop transferrable skills and clear career pathways for the QPWS ranger workforce. In 2015–16, Phase 2 of the framework was progressed, which focussed on aligning the training development opportunities of the ranger workforce to the National Qualifications Framework and TAFE level certification.

Accredited Training Program

The Accredited Training Program provides rangers with an opportunity to receive training and assessment to achieve a nationally recognised Conservation and Land Management (CLM) Qualification. The program consists of recognition of prior learning processes undertaken with TAFE Queensland East Coast as well as a suite of learning resources customised for QPWS to provide gap training. Under the program, 13 rangers have been awarded with a Certificate IV in Conservation and Land Management and a further 20 rangers have completed 36 learner resources to achieve the required units of competency. An evaluation by the participants and their supervisors indicated this learning and development process has resulted in an increase in the participant's capabilities for the topic area. The department is investing in accreditation for an additional 40 staff in 2016–17.

Objective 2—Queenslanders lead active and healthy lifestyles through participation in physical activity

The department meets its objective by:

- engaging young people to encourage lifelong participation in physical activity.
- supporting a wide range of physical activities, including sport and other active recreation-based activities.
- activating places and spaces for sport and active recreation, including making the most of government-owned facilities.
- building strong partnerships across government, the community and commercial sector to boost participation in physical activity.
- supporting and developing elite Queensland athletes through the provision of coaching and related support services.

Key performance indicators

- Greater proportion of children and young people involved in sport and active recreation.
- Success of Queensland's elite athletes.
- Increased sport and active recreation opportunities through management of facilities, including Queensland Recreation Centres.

Service standards and other measures	Notes	2015–16 target/estimate	2015–16 actual
Community Services			
Participants' overall satisfaction with the department's education and training programs.	1	85%	94%
Percentage of young people redeeming a <i>Get Started Voucher</i> who have not played club sport before.	2	20%	22%
Grant monies paid as a percentage of the total grant budget.	3	80%	113%
Facilities			
Utilisation of Queensland Recreation Centres accommodation facilities.	4, 5	42%	43%
Queensland Recreation Centres operational bed cost per night.	4, 6	<\$45	\$45.01
Queensland Academy of Sport			
Percentage of athletes selected for national teams from the Queensland Academy of Sport.	7	25%	28%
Ratio of elite athletes direct coaching and specialist services costs to administration support costs	8	23:1	34:1
Co-contribution ratio of partnership investment to Queensland Academy of Sport investment in grants research projects.	4, 9	1:1	1:1.44

Notes:

1. Measures the Building Active Communities Workshops and Get Active Queensland Accreditation Program participants' overall satisfaction. The 2015–16 result is higher than expected, as satisfaction was not impacted as anticipated by the implementation of new program content released from January 2016.
2. The Get Started vouchers program reports on a calendar year basis. The 2015 calendar year (i.e. *Get Started Vouchers* Rounds 5 and 6) result exceeded the 20 per cent largely due to a higher than anticipated proportion of successful applicants who had not played club sport before.
3. Measures the efficiency of the project management in delivery grant funding to organisations as a percentage of the total grant budget. This measure captures grants programs that are delivered as part of the ongoing core suite of Sport and Recreation business and does not include funding for one-off grants, pilot project grants, sponsorships or scholarships. The 2015–16 result is higher than anticipated due to a number of projects achieving early milestones causing actual expenditure to exceed end-of-year projections.
4. These internal performance standard measured progress towards our objectives. While not an SDS service standard in 2015–16, it will be included in the 2016–17 SDS. These measures take into consideration, amongst other items, occupancy standards that apply to school and non-school use and reflect acceptable social norms of shared accommodation, such as gender and age mix.
5. This standard measured the effectiveness of the Queensland Recreation Centres (QRC), located at the Sunshine Coast (SCRC) and the Gold Coast (GCRC), in achieving maximum utilisation of accommodation facilities. The measure is based on beds available or operational per night. In 2015–16 the result was slightly higher than the target due to achieving higher than expected bed utilisation during the period.
6. This standard measured the efficiency of the QRC in providing accommodation facilities to schools, sport groups and the wider community. The 2015–16 result was slightly higher than expected at \$45.01 due to unforeseen costs in operationalising the SCRC following major redevelopment. Also, Quarter 4 occupancy was lower than expected at the GCRC, however was largely offset by the SCRC achieving higher occupancy for the same period.
7. The 2015–16 result is higher than anticipated, largely due to higher than expected achievements of athletes from archery and swimming sports being selected for national teams from the QAS. This service standard measured how efficiently resources were allocated to the QAS frontline service delivery. During 2015, QAS reviewed its business priorities and realigned roles with an enhanced focus on direct elite support. Therefore QAS no longer has the capacity to distinctly attribute costs across coaching and specialist services as opposed to administration support. The 2015–16 result is higher than expected, largely due to savings in administration expenditure.
8. This service standard measured how efficiently resources were allocated to the QAS frontline service delivery. During 2015, QAS reviewed its business priorities and realigned roles with an enhanced focus on direct elite athlete support. Therefore, QAS no longer has the capacity to attribute costs distinctly across coaching and specialist services as opposed to administration support. The 2015–16 result is higher than expected largely due to savings in administration expenditure.
9. During 2015–16 the Centre of Excellence for Applied Sport Science Research, QAS, signed 18 collaborative agreements resulting in the grant research funding budget being successfully leveraged to achieve a higher than expected co-contribution ratio—\$1.38 grant research partner contribution for each \$1.00 QAS expended.

Our program of work**Lifelong participation in physical activity**

During 2015–16, the department continued to focus on supporting lifelong participation in physical activity, particularly for young Queenslanders, and women and girls.

Get Started Vouchers (part of the *Get in the Game* initiative) assist eligible children and young people to join a sport or active recreation club. Vouchers, valued up to \$150, can be redeemed at a registered local sport and active recreation club to pay for, or offset, the cost of membership or participation fees. The program continues to be popular with Queensland families, with 115,062 vouchers redeemed since its inception in January 2013. In 2015, almost 35,500 vouchers were redeemed for Rounds 5 and 6. Of those, nearly 22 per cent were redeemed by children who had not previously been members of a sports or recreation club. As at 30 June 2016, nearly 4000

clubs were registered for the program.

The *Young Athletes Travel Subsidy* provides financial support to families with children and young people selected to participate in, or officiate at competitions. In a two-year period, young athletes may be provided between \$200–\$600 to attend registered events. In 2015–16, this program supported 4340 payments to young people to make the transition from local and regional competitions to participate at state, national or international events, by providing assistance for the associated travel and accommodation.

The department continues to partner the Queensland Outdoor Recreation Federation to deliver the *Nature Play Qld* initiative. Nature Play Qld's mission is to increase the time children spend in unstructured play outdoors and is based on the understanding that 'nature play' is fundamental to a full and healthy childhood. Developed in Queensland, GROW the Nature Play mobile application was launched in May 2016. The app focusses on children aged 0–3 years and provides activity ideas that link a child's

developmental milestones to being outdoors such as watching a bird fly across the sky, looking for worms in the mud and building a sand castle.

Since its inception in 2014, Nature Play Qld has delivered the following initiatives:

- Passport to an Amazing Childhood—15,307 passports registered via the online portal, and 137,448 individual passports ordered to support and encourage children to connect with nature providing 250 ‘missions’ of outdoor activities to complete.
- Licence to Play (Outdoors)—8343 licences ordered. An extension to the passport program, this incentivised approach encourages interest in outdoor play by sequentially and incrementally increasing the challenges of activities.
- Family Nature Clubs program—more than 1080 app downloads in 25 countries supporting registered family groups gathering to undertake outdoor activities and reconnect with nature.

Capitalising on e-connectivity trends, the department promotes access to a number of *Children and Young People Resources* online or on mobile devices. During 2015–16, 4060 users downloaded resources—the Daily Physical Activity App, Move Baby Move, Active Alphabet, Let’s Get Moving—that contribute to building the capacity of early childhood professionals, parents, care givers and community sport volunteers, and support engagement in quality physical activity.

In June 2016, the department launched the *Join the Movement* campaign to encourage women and girls to become more active and participate in regular sport and active recreation. Since the release of *Join the Movement*, hundreds of thousands of women have engaged with campaign material through the dedicated website and popular social media channels—Facebook, Instagram and YouTube.

In February 2016, the inaugural *Start Playing, Stay Playing Excellence Awards* were launched. The awards acknowledge the achievements of sport and active recreation industry and individuals, groups or organisations going above and beyond to increase and enhance sport and active recreation opportunities for women and girls in Queensland. Each year there are two rounds of awards across three award categories—Inclusion, Innovation and Inspiration. The 2016 first round award winners were Elsie Seriat (Inspiration Award winner), The Tippy Toe Company (Inclusion Award winner), and Aspley State School Sparrows Soccer program (Innovation Award Winner).

As part of the continued implementation of the *Start Playing, Stay Playing* initiative, funding was provided to 33 local governments through round two of the *Get Out, Get Active* program. In addition, funding continued for seven State-level sporting and active recreation organisations under the Queensland Sport and Recreation Industry Development Program *Women and Girls Special Initiatives*. This funding

supported delivery of sport and active recreation activities that increase opportunities for participation by women and girls who are either inactive, or would otherwise benefit from further participation.

Highlight—Join the movement

In June 2016, Sport and Recreation Services launched the *Join the Movement* campaign to encourage women and girls across the state to become more active and participate in regular sport and active recreation.

Join the Movement is a grassroots campaign, made by Queensland women, featuring real Queensland women, for Queensland women. It recognises that lifelong participation in active pursuits can bring a number of benefits including, health, happiness and a sense of achievement.

Since the release of *Join the Movement* hundreds of thousands of women have engaged with the campaign material through accessing the dedicated website and popular social media channels—Facebook, Instagram and YouTube. Through the campaign, everyday women are invited to share their inspiring stories of how they have overcome barriers to physical activity and incorporated it into their everyday life.

You can *Join the Movement* by liking it on Facebook, following on Instagram, or visiting www.jointhemovement.qld.gov.au.

Join the Movement is part of the Queensland Government’s *Start Playing Stay Playing* initiative to get more women active for life—whomever they are, whatever their ability and wherever they live.

Supporting community sport and recreation

The department recognises the need to support the capacity and capability of the sport and recreation sector from the State industry level to the grassroots organisations to deliver quality activities, to all Queenslanders.

In 2015–16, more than \$9.4 million was allocated to support 78 State-level sport and recreation organisations in the delivery and development of sport and active recreation across the state. These organisations deliver programs, services, competitions and events that increase participation in sport and active recreation. State-level organisations also deliver participation pathways, regional sports programs, accreditation courses, club and volunteer development and club marketing and promotion initiatives.

Get Going Clubs (part of the Get in the Game initiative) provided \$3.45 million in funding to support local not-for-profit sport and recreation organisations. This funding supports projects that increase or sustain participation, provide access to training and education and equipment in order to provide enduring and widespread benefits and build the capacity of the organisation. In 2015–16, grant applications were capped to \$7500, allowing more clubs across the state to receive vital funding and provide more projects across more sports or recreation activities. In 2015–16, more than 540 clubs received funding, an increase from 460 in 2014–15.

During 2015–16, support for quality and sustainable sport and recreation programs to increase participation of Aboriginal and Torres Strait Islander people continued. More than \$3.67 million was provided to support the *Indigenous Community Sport and Recreation Program*, *Torres Strait Community Sport and Recreation Program*, *Indigenous Sport Grant* and the *Deadly Sport* program. These programs are designed to promote a commitment to lifelong engagement in physical activity that supports increased health and well-being across 38 Indigenous communities across Queensland and the Torres Strait.

During the reporting period, the department sponsored a number of local community sport and active recreation initiatives. In March 2016, Sponsorship Guidelines were reviewed to support participation initiatives and events, enhance the focus on regional Queensland areas, and recognise that sport and active recreation activities contribute to community and social cohesion outcomes. In 2015–16, sponsorship was provided for a range of community and participation initiatives including Queensland Weet-bix TRYathlons, Intrust Super Cup Country Week, Murri Rugby League Carnival and Brisbane Roar Harmony Day Community Shield.

In addition, support continued to be provided for a number of popular community programs, which provide access to free training and development workshops and events across Queensland.

- The Get Active Queensland Accreditation Program (GAQAP) is offered to providers of sport and recreation within the school environment including teachers, tertiary and senior secondary school students, and other school sport volunteers such as parents. This training can lead to recognised accreditation in coaching, officiating and sports first aid. In 2015–16, 22 events were delivered, comprising 172 individual accreditation courses and 2740 participants.
- The Building Active Communities Workshops (BACW) aim to increase the skills and knowledge of community sport and recreation volunteers such as committee members, coaches, team managers, officials and administrators. The workshops cover a range of topics including club governance, marketing, first aid and athlete

health, facility management, licencing, ethics and club specific legislation. In 2015–16, 179 workshops were delivered to 2822 participants.

The annual client survey showed that, of the respondents who had attended either a BACW or a GAQAP in the preceding 12 months, 88 per cent confirmed they had used the knowledge or skills acquired via the training in their local sport and recreation roles.

- The *Challenge, Achievement and Pathways in Sport* program is designed to increase the number of, and participation by, young volunteers within sporting organisations, through developing skills in administration, event and team management, sports health, coaching, officiating and sports participation. In 2015–16, 33 young people participated in the program.

Providing facilities and open spaces for the community

In order to encourage and facilitate Queenslanders to be active, places and spaces must be activated to meet sport and recreation requirements. In 2015–16, more than \$53 million in funding was approved for infrastructure projects that assisted sport and recreation organisations and councils to meet the needs of their local community to increase participation opportunities.

Get Playing Places and Spaces (a *Get in the Game* initiative program) provides up to \$100,000 to eligible organisations, which must co-contribute a minimum of 20 per cent of the total project costs, for new or upgraded sport and recreation facility projects. During 2015–16, 164 projects were approved, including an amenities block, an undercover area to support multi-sport activities and the installation of efficient cooling infrastructure to support gymnastics. In total, funding of \$13 million (or 61 per cent) was provided to projects with a combined total project cost of \$21.3 million.

Get Playing Plus (a *Get in the Game* initiative) provides between \$300,000 and \$1.5 million in funding contributions for projects depending on the geographic location of the project, to support sport and recreation organisations and councils to deliver larger scale infrastructure projects. The program assists in developing places and spaces that increase participation opportunities, meet service gaps and address regional needs. In 2015–16, delivery of the 24 round 1 projects continued with more than \$21 million in funding provided.

In June 2016, nearly \$40 million was approved under *Get Playing Plus* round 2 to support 47 sport and recreation infrastructure projects across the state, ranging from upgrades to field lighting to multipurpose sport and recreation spaces. Nearly 60 per cent of the projects approved were located in regional, rural or remote areas. The total cost of the infrastructure projects that received funding under this round of *Get*

Playing Plus exceeded \$117 million.

In 2015–16, a number of infrastructure projects had funding approved or progressed through to completion. Projects included:

- major upgrades to The Gap Football Club sport fields and some works to the clubhouse.
- upgrade of the Cannon Hill Parish Community Pool and associated facilities.
- construction of a canoe launching facility and boardwalk at the David Fleay Wildlife Park in partnership with the Gold Coast Waterways Authority.
- replacement of the synthetic eight lane athletics track at the Townsville Sport Reserve including all associated activity areas such as long jump and pole vault areas.

The department owns and operates two Queensland Recreation Centres one located on the Gold Coast near Tallebudgera Beach, and the other on the Sunshine Coast in Currimundi. These centres offer quality accommodation, facilities, meeting spaces, instructor-led activities and healthy catering. In 2015–16, despite redevelopment work underway at the Sunshine Coast Recreation Centre, both centres saw a 13.1 per cent increase in bed night utilised and a three per cent increase in instructor-led activities compared with 2014–15. In April 2016, the Queensland Recreation Centres introduced a suite of new camp packages and improved booking processes. The new camp packages include unlimited facility access, more flexible options, themed programs and curriculum-based programs for school groups in Year Bands 5–6 and 7–8.

In February 2016, the Sunshine Coast Recreation Centre was reopened following an \$8.5 million redevelopment. The centre now includes two new accommodation blocks with 28 rooms and 168 beds, bringing the centre's total number of beds to 318. The alfresco dining area and dining hall were renovated and a new footbridge was constructed to enhance beach access. In addition, a state-of-the-art indoor climbing wall was built along with an indoor caving system offering 150 metres of passageways. It replicates the look and feel of real rock and is the only one of its type in the Southern Hemisphere and is the joint longest in the world.

Government-owned Sports Houses located at Milton, Woolloongabba and Townsville, offer affordable office accommodation to regional and State-level sport and recreation organisations. The Sports Houses provide meeting room facilities at affordable rates to assist all sport and recreation organisations conduct meetings, training, seminars and workshops. During 2015–16, the Sports Houses tenanted 38 sport and recreation organisations and took 787 bookings for the meeting room facilities.

The Toowoomba Sports Ground and Townsville Sports Reserve hosted more than 128,625 participants during 2015–16 across a range of sports

including rugby league, rugby union, cricket and athletics (at Townsville) and hosted a number of regional, state and national sporting events.

Highlight—Sunshine Coast recreation centre

In February 2016, the Sunshine Coast Recreation Centre re-opened following a \$8.5 million re-development.

Features of the redevelopment included two new accommodation blocks, renovations to the alfresco dining area and dining hall and a new footbridge for better beach access.

The centre offers more than 30 different instructor-led activities from caving, rock climbing, giant swing, high ropes to court sports, beach games, stand-up paddle boarding and body boarding.

It is now on par with some of Australia's premier recreation centres, with the added bonus of being located on the doorstep of the Sunshine Coast's stunning Currimundi Beach.

Access to the centre is available to schools, sporting organisations, families and community groups for day activities, camps or weekend stays.

Building partnerships

Partnerships with public and private sector organisations provide innovative ways to support increased participation by Queenslanders in physical activity.

The *School Sport Infrastructure-Program* is delivered in conjunction with Education Queensland and explores opportunities for community use of under-utilised places for sport and recreation. The pilot program provided funding of up to \$200,000 to seven schools to support the construction of sport and recreation related infrastructure, providing increased use and benefits to school students, local sport and active recreation organisations and their local communities.

The *Seqwater Recreation Infrastructure Program* continued to support the development of recreation infrastructure such as trail works, signage, car parks, picnic shelters, boat ramps, shade structures and amenities to increase and improve community access in and around Seqwater's 23 lakes.

The *Statewide Sport and Recreation Strategic Infrastructure Framework* aims to develop an integrated geographical information system to meet community sport and recreation needs. The Sport GIS system provides valuable business intelligence to support Sport and Recreation Services and its partners including local government and State-level sporting organisations, to better plan sport and recreation participation activities and infrastructure

development. In 2015–16, a pilot was conducted with a number of State-level sporting organisations, which were able to access raw participation data and infrastructure details (club houses, club amenities, sporting facilities including playing fields and courts) to build a visually strong and graphical representation of their activities across the state.

Implementation of the *Local Government Engagement Strategy* continued in 2015–16. The strategy aims to improve the delivery of sport and recreation opportunities to communities through greater communication and collaboration between the state and local governments. The new engagement model allows Sport and Recreation Services in conjunction with State-level organisations and the Local Government Association of Queensland, to provide strategic leadership and coordination. It also strengthens the role of regional Sport and Recreation Offices in collaborating with local governments and sporting clubs and organisations to deliver local sport and recreation opportunities.

Queensland Academy of Sport

The Queensland Academy of Sport (QAS) provides assistance to Queensland's talented athletes and coaches as they strive for excellence within their sport.

QAS provided the daily training environment for elite Queensland athletes in the lead up to the 2016 Olympic and Paralympic Games in Rio de Janeiro, Brazil.

More than 146 Queenslanders were selected for the 2016 Olympic and Paralympic Games across a range of sports. All eligible Queensland athletes competing at the Olympic and Paralympic Games will receive a grant from the Queensland Government of \$2700.

In 2015–16, the QAS Centre of Excellence for Applied Sport Science Research facilitated support for 42 collaborative projects led by eight different universities and several state and national sport organisations. Projects include research scholarship support for the next generation of high performance sport personnel, with 23 postgraduate research Honours, Masters and PhD students supported through the research.

As an example of a collaborative research project, in 2015–16 the QAS supported *Who, Why, and wHot: Hormonal contraception—an examination of the prevalence, perceived benefits, and the adverse consequences on performance in the heat*.

This three-year project is led by Dr Clare Minahan from Griffith University with other researchers from Université Laval, Québec in Canada, Queensland Academy of Sport, Australian Institute of Sport, The University of Queensland, and the Menzies Health Institute.

Objective 3—A Queensland racing industry operating with integrity

To achieve this objective, the department is:

- providing assessments and investigation services to promote an accountable, ethical and responsible Queensland racing industry.
- providing financial assistance including funding for facility upgrades and additional country race meetings.
- delivering independent, effective and quality assured drug control services to the Queensland racing industry.

Key performance indicators

- Extent of racing industry's compliance with the *Racing Act 2002*.
- Racing Science Centre service delivery standards maintained.

Service standards and other measures	Notes	2015–16 target/estimate	2015–16 actual
Percentage of <i>Racing Act 2002</i> annual assessment non-compliance issues resolved within required timeframes.	1,2	n/a	n/a
Percentage of drug sample analyses from licensed racing animals completed and reported as negative (nothing to report) within 10 working days as agreed with Racing Queensland.	2	95%	99%

Notes:

1. This service standard was discontinued following the announcement of the Queensland Greyhound Racing Industry Commission of Inquiry. This service standard was not monitored or reported against in 2015–16.
2. Both service standards will be discontinued from the department's Racing service area as a result of the establishment of the new Queensland Racing Integrity Commission. New service standards for the Racing service area will be developed for future Service Delivery Statements.

Our program of work

Racing regulation

The Racing Regulation Unit provides and administers a policy and regulatory framework to maintain public confidence in the integrity of the Queensland racing industry. This is achieved through:

- implementing and monitoring a regulatory and policy framework to sustain a commercially responsive and contemporary Queensland racing industry.
- collaborating and assisting the racing industry to meet its regulatory responsibilities under the *Racing Act 2002*.
- assessing and reporting on applications for control bodies and accredited facilities.
- auditing, assessing and reporting on compliance with the *Racing Act 2002*.

- researching, analysing and advising on international, national and state developments and trends in racing, wagering and related industries.

Queensland Racing Science Centre

The Racing Science Centre provides drug testing for prohibited substances in all licensed racing animals and has been accredited to international quality standards. It also provides veterinary, research, education and advisory services to the racing industry.

During 2015–16, the Racing Science Centre analysed 17,446 samples (sealed) collected from racing animals across all three codes, an increase from 16,627 in 2014–15. The annual percentage of drug samples from licensed racing animals completed and reported within 10 working days was 98.8 per cent.

Highlight—Racing Science Centre Partnerships

In 2015–16, the Racing Science Centre—in partnership with Greyhounds Australasia, the Australian National University (ANU) and Racing Analytical Services in Melbourne—was successful in securing approval from the Federal Government’s Australian Research Council (ARC) for \$425,000 for a research project to detect designer steroids in greyhounds.

The three-year project aims to develop strategies to detect new designer steroids in racing greyhounds to safeguard industry integrity and animal welfare. It will target 12 readily available designer steroid supplements that have significant risk of abuse.

Queensland Greyhound Racing Industry Commission of Inquiry

In April 2015, the Queensland Greyhound Racing Industry Commission of Inquiry was tasked with investigating the regulation of the Queensland Greyhound racing industry and making recommendations to strengthen and improve the integrity of, and public confidence in, the industry.

The Commission handed down its final report in June 2015. The report made 15 recommendations aimed at improving integrity and animal welfare in the racing industry. Recommendations included:

- the creation of a new statutory authority dedicated to ensuring the integrity of the Queensland racing industry.
- the appointment of a new seven member All Codes Board as the control body for all three racing codes, to focus on the commercial business of the racing industry.
- the review of the Racing Act and any other relevant Act.
- the tracking of greyhounds from birth to leaving the racing industry.
- overbreeding of greyhounds and the issue of wastage.
- the amendment of licensing requirements.
- review of all training activities at registered tracks.

The government tabled its response to the recommendations of the Commission’s report in Parliament in December 2015 and accepted all the recommendations.

Recommendations 1, 2 and 3 of the Commission’s report, which covered the institutional and functional model for integrity, as well as the commercial model of the industry and the detection, assessment, mitigation and prosecution of breaches of the racing act, were delivered through the *Racing Integrity Act 2016*. The Act established a new independent Queensland Racing Integrity Commission (QRIC) and provides QRIC with significant statutory powers. It also amended the *Racing Act 2002* to modify the structure of the Racing Queensland Board, and to allow it to focus on commercial operations in the racing industry.

Implementation of the remaining recommendations (4 to 15), are the responsibility of the QRIC and Racing Queensland.

Queensland Racing Integrity Commission

The creation of the new standalone Queensland Racing Integrity Commission (QRIC) will maintain integrity across all three codes of racing. The QRIC will commence its operations on 1 July 2016, and will take on the integrity and compliance functions currently performed by the department’s Racing Regulation Unit and the Racing Science Centre. The QRIC will ensure animal welfare and integrity is maintained to the highest standard to assist with restoring public confidence in the racing industry.

It is expected that QRIC will determine priority actions to deliver improved integrity in the racing industry and identify a range of performance measures to demonstrate their success in delivering greater integrity. These will be published and reported on separately in 2016–17.

Highlight—The Queensland Racing Integrity Commission

The enactment of the *Racing Integrity Act 2016* on 27 April 2016 was a significant milestone in the renewal and continuing development of Queensland’s racing industry.

The Act established the Queensland Racing Integrity Commission, with powers to investigate and support high standards of industry integrity and animal welfare. Under the leadership of Queensland’s first full-time Racing Integrity Commissioner, Mr Ross Barnett, the Commission will help restore public confidence in racing in Queensland.

From 1 July 2016, the Commission will operate parallel to, and collaboratively with, Racing Queensland to build a stronger, prosperous industry in which participants and the public can have confidence.

Objective 4—A capable and streamlined, customer-centric organisation

The department meets its objective by:

- developing frameworks, policies and systems to deliver quality customer services and ensure governance processes are in place.
- developing overall competencies and skills of employees.

Key performance indicators

- Streamlined, efficient business processes.
- Customer satisfaction with service delivery.
- A safe, healthy, ethical and capable workforce meeting business needs.

Our program of work

Enhancing services to the community

The department utilises innovative Information and Communications Technology (ICT) systems to deliver enhanced services to the community. A number of ICT systems were implemented in the reporting period.

- **FLAME.** This new, spatially-enabled, web-based IT fire management system was implemented in March 2016. It significantly increases the department's capacity to more effectively and efficiently manage and report on its fire management operations.
- **Wi-Fi hotspots.** In support of the new National Parks Booking Service, QPWS installed 13 Wi-Fi hotspots (including at Carnarvon Gorge, Green Mountains (Lamington), Kenilworth, Springbrook and Girraween), to assist campers to book camping and vehicle access permits online and explore more information about experiences in national parks.
- **Grants management system.** The new system provides grant application, assessment, reporting, payment and acquittal processes. When fully realised it will provide the department with increased client and contract management capability, reduced red tape through streamlining processes, and greater efficiencies for service delivery. In addition, the system will allow clients including parents, volunteers, sporting clubs, and State-level organisations to access their organisational and grant details.

Encouraging a customer focus in our organisation

QPWS administers permissions (permits, leases, agreements and other authorities) for the use of

terrestrial and marine parks and forests in accordance with legislation including the *Nature Conservation Act 1992*, *Recreation Areas Management Act 2006*, *Forestry Act 1959*, *Marine Parks Act 2004* and *Fisheries Act 1994*. The department is committed to applying a risk-based management approach, dependent on potential conservation, economic and social benefits, and consistency with protected area management principles.

In 2015–16, the department implemented a range of legislative, regulatory and administrative reforms to streamline permit processes while maintaining appropriate protections, including:

- a streamlined invoicing process for commercial tour operators, saving clients time and the agency money.
- the introduction of organised event notifications and permits, reducing the number of permits to conduct non-commercial recreational activities in protected areas.
- transitioning commercial tour operators from short term permits to 15 year commercial activity agreements for Moreton Island National Park.
- streamlined approvals for commercial activities undertaken across State and/or Commonwealth marine parks and protected areas, and implementing a new single Great Barrier Reef World Heritage Area permit.
- scoping additional process efficiencies for the joint (State-Commonwealth) Marine Parks permitting system such as electronic signatures for decisions on applications for permissions.

Encouraging innovation in our organisation

In 2015–16, the department initiated a new adaptive management system for protected areas. The new approach is consistent with International Union for the Conservation of Nature (IUCN) best practice

management planning and evaluation approaches, and focuses on identifying and managing key park values in a prioritisation framework.

This framework is focused on planning for healthy park values, setting clear and consistent management standards, putting plans into action, monitoring progress, evaluating performance and setting targets to improve management over time.

A fundamental component of this framework is setting 'Levels of Service' for all parks management standards appropriate to the assessed values, threats and management issues on parks to guide resource allocation and management efforts across the state.

In 2016–17, the focus is to complete planning and establish monitoring to track the department's progress in managing the condition of Queensland's iconic parks.

Encouraging physical activity

Sport and Recreation Services continues to provide a strong legislative, policy and evidence-based research initiatives to support and encourage Queenslanders to undertake physical activity.

During the reporting period, the department continued to provide oversight of legislation in relation to Stadiums Queensland and Mt Gravatt Showgrounds Trust which establishes their statutory obligations, responsibilities and powers.

In 2015, research was commissioned by the department on adult participation in physical activity for sport, exercise and recreation. The *Active Queensland Survey* report, produced by Colmar Brunton, is the first real snapshot of the levels of physical activity undertaken by Queensland adults, with more than 7200 respondents across the state. The survey data can be used at both a State and regional level to ensure the Queensland Government's policies and programs align with the needs of Queenslanders.

In 2015–16, the department engaged professional consultants to complete six external evaluations such as Industry Peak Body Funding (2011-2013) and the Queensland Sport and Recreation and Industry Peak Body Program (2014-2016); the State Sport and Recreation Organisation Development Program (2011-2013) and Queensland Sport and Recreation Industry Development Program (2014-2016); and the Queensland Recreation Centres Program Packages. These evaluations aim to improve policies, programs, and operations to enhance service delivery and achieve improved outcomes, specifically to encourage and support Queenslanders to participate in physical activity.

Following a review of the Queensland Recreation Centres products and programs a business renewal project was implemented to revitalise the centres' offerings with a vision to become the premier

recreation centres in Australia.

The project aimed to ensure that programs were client focused, allowed for greater flexibility and aligned to Sport and Recreation Services' vision, including greater access to facilities for clients to get active. As a result of the project, the centres have introduced:

- products for the general public to access including Family Escapes (weekend and school holiday accommodation), kids parties and corporate packages.
- themed programs that have been launched aligning with the Australian Curriculum.
- a pricing structure that provides for suitability in venue operation while allowing subsidised costs for Queensland education institutions and not-for-profit sport and active recreation organisations.
- booking procedures that allow cross referrals and consistency across both centres and ensures a smoother customer journey through a single point of contact and the use of online enquiry functionality. Terms and conditions have also been condensed and simplified into one document for all products and services.

To assist the Queensland Academy of Sport remain at the forefront of international athlete and coach development, the Academy's Centre of Excellence:

- established and supported 41 collaborative research projects, in applied sport science fields, being conducted in collaboration with Queensland universities and other national and internal stakeholders and researchers to being an improvement of elite sport performance and practices.
- facilitated dissemination and sharing of knowledge to key stakeholders including Queensland sport organisations. The QAS aims to contribute to improving sport delivery for Queensland athletes by assisting a wide variety of stakeholders including coaches, officials and administrators.

During the year, the Queensland Academy of Sports' Performance Science unit ran 12-month and rolling 10-week internship programs for students completing Sport Science degrees.

In 2015–16, QAS implemented a number of innovative practices to support athlete development including:

- TrackActive technology—a web-based exercise prescription tool, which can be accessed on an athlete's smartphone. With more than 350 evidence-based exercises on the TrackActive platform, athletes' programs can travel wherever they do and medical providers and coaches can stay informed of progress. This provides a more effective way of prescribing exercise and recovery for athletes as well as monitoring their progress.

- Kistler Performance Analysis System—the Kistler instrumented starting block and turn plate provides kinetic and kinematic information about starts, turns and relay changeovers for swimmers. The system is used by the QAS and the Australian Institute of Sport bio mechanists to provide quantitative analysis and feedback on technique to the swimmers and coaches alike.
- Archery biofeedback—QAS scientists are utilising a mobile pressure mat combined with customised computer software in-situ during training to measure and deliver life feedback that is otherwise inaccessible to the athletes. This feedback relates to the archer’s stability while shooting and allows them to develop their proprioception and body awareness. Athletes use the feedback to reduce their postural sway which can be detrimental to their performance.
- Wireless three dimensional thermal imaging project—using this new thermal imaging device with three-dimensional video capture, QAS can evaluate and cross-reference core and muscle temperature for QAS athletes in the strength and conditioning facility. Athletes should achieve a better understanding of their muscle conditions and so limit their risk of injury and optimise their performance. The device has been made available through a world-leading research partner.

Supporting efficient, effective and ethical management

In 2015–16, the department amended its governance system to strengthen its corporate governance and build stronger leadership. A number of Executive Management Board subcommittees were established to support and advise the Director-General and the Board in relation to emerging issues for their area of responsibility while providing transparent, ethical and accountable decision making for the department.

More information about the department’s governance systems can be found in *Managing our business* on page 47.

Investing in building the skills of our people

The department continues to build, maintain and support a sustainable, flexible and capable workforce that meets service delivery needs. In 2015–16, key initiatives included:

- The QPWS Women’s Network was established to advance the career progression for women in QPWS and in particular the ranger workforce.
- Mentoring Matters Program launched across the Department.
- Divisional workforce plans were developed with a view to developing a departmental Strategic Workforce Plan.

More information about these initiatives can be found in the *Our people* section of this report.

Our people

The department recognises the need for contemporary human resource strategies to develop a capable and effective workforce to meet departmental priorities.

In 2015–16, the department continued to implement initiatives aimed at increased performance outcomes, improved health and safety, stronger leadership and management capability and encouraging work-life balance.

Workforce profile

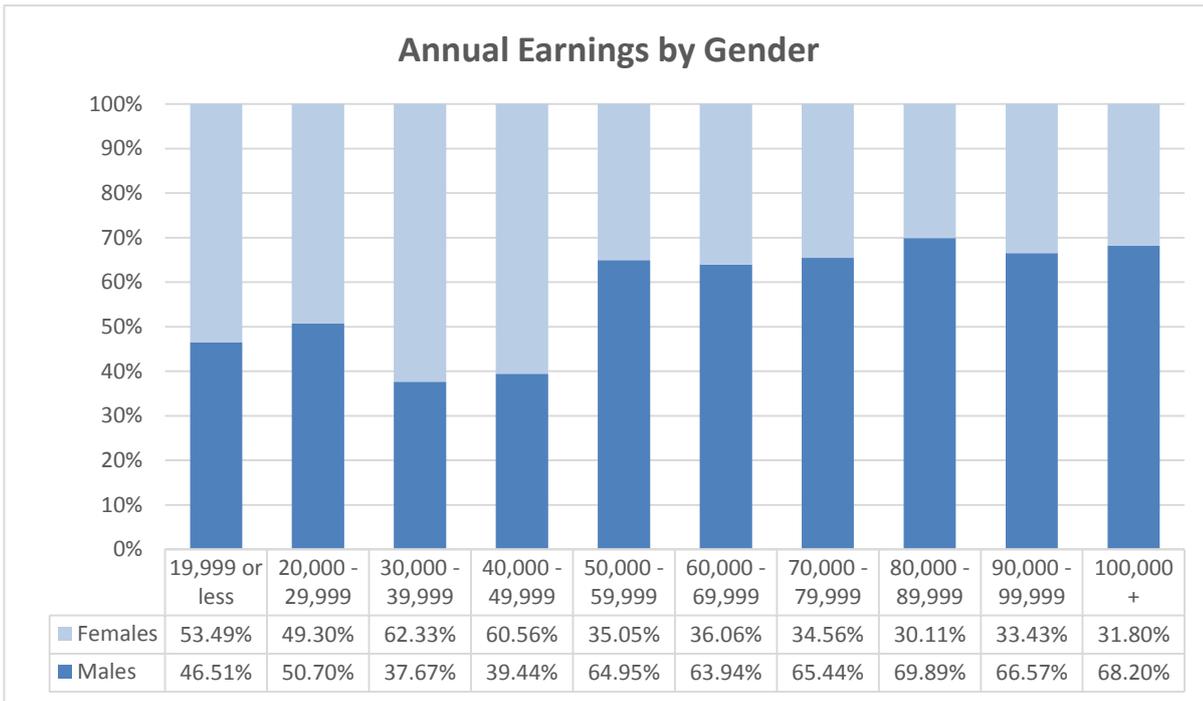
As at 24 June 2016, the department employed 1373.20 full-time equivalent (FTE) employees, of which 84.8 per cent were employed on a permanent basis.

The following tables show a summary of the department's workforce profile (excluding staff on leave without pay) as at 24 June 2016.

Staffing full-time equivalent (FTE) by occupation type and gender (as at 24 June 2016)			
Occupational stream	Female	Male	Total
Coach	6.80	19.00	25.80
Administration	302.63	224.50	527.13
Operational	134.76	542.56	677.32
Professional	49.15	46.50	65.65
Technical	3.30	7.00	10.30
SO	8.00	11.00	19.00
S122	2.00	6.00	8.00
SES	1.00	7.00	8.00
CEO	1.00	1.00	2.00**
Total	508.64	864.56	1373.20

** Ross Barnett was appointed as the Racing Integrity Commissioner from 1 May 2016. His remuneration level falls within the Queensland Public Service Chief Executive Officer Remuneration Framework. As the Queensland Racing Integrity Commission (QRIC) did not commence operations until 1 July 2016, staff appointed to QRIC prior to July were incorporated into NPSR's staff numbers up to and including 30 June 2016.

Staffing full-time equivalent (FTE) by employment type and gender (as at 24 June 2016)						
Employment type	FTE		FTE%		Total FTE	Total FTE %
	Female	Male	Female	Male		
Permanent	409.04	755.87	35.1%	64.9%	1164.91	84.8%
Temporary	87.88	91.10	49.1%	50.9%	178.98	13.0%
Contract	4.00	14.00	22.2%	77.8%	18.00	1.3%
Causal	7.72	3.59	68.3%	31.7%	11.31	0.9%
Total	508.64	864.56	37.0%	63.0%	1373.20	100.0%

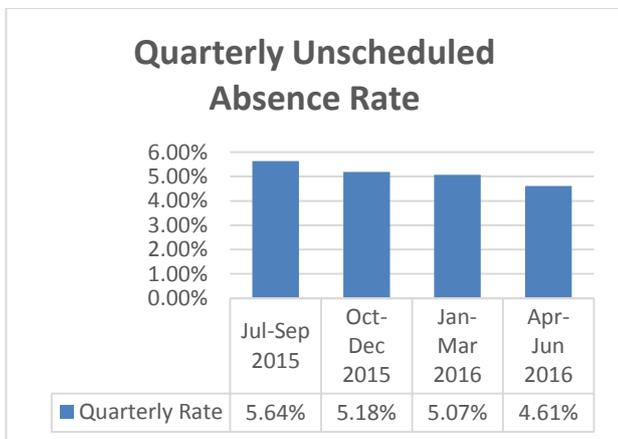


Permanent separation rate

As at 30 June 2016, the department’s permanent separation rate was 5.65 per cent, a decrease of 2.61 per cent over the same period last year.

Absenteeism

The following table shows the quarterly rates for unscheduled absences as at 30 June 2016. Unscheduled absences include sick, carers and special leave as well as leave for workers’ compensation and industrial disputes. The average unscheduled absence rate for 2015–16 was 5.125 per cent which is a slight improvement on the 2014–15 rate of 5.22 per cent.



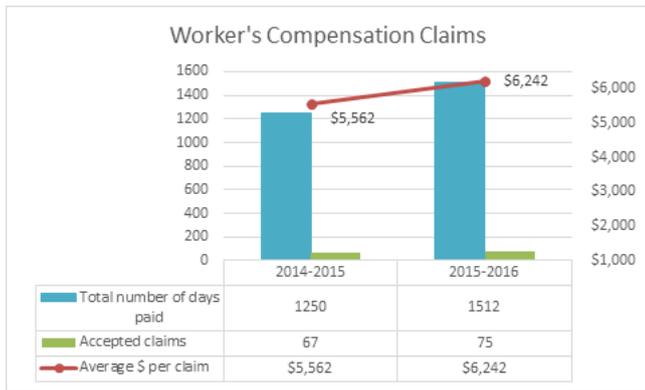
Workers’ compensation

The department is committed to ensuring that all workers’ compensation claims are appropriately managed. Accepted claims include medical expenses, minor injury claims (no more than one day off work) and lost time injuries (greater than five consecutive days off work). The department’s percentage of accepted workers’ compensation claims for the 12-month period ending 30 June 2016 was 0.67 per cent.

In 2015–16, the department’s accepted claims remained the same as for the previous reporting period. However, the number of days paid decreased to 1027, from 1250 days in 2014–15.

Absences related to workers’ compensation claims—average days paid.

The average paid days is calculated using the total number of paid days (partial or total) on statutory claims divided by the number of statutory claims that have had paid days, in a given period. In 2015–16, there were 67 accepted workers’ compensation claims. The department paid an average of 15.32 days claim with an average cost of \$5486. By comparison, in 2014–15, the department paid an average \$5562 per claim across 17.80 days.



The highly physical nature of the work completed by QPWS rangers and recreation officers means an employee’s return-to-work process is often restricted by a remote location and/or a reduced capacity for a work area to provide meaningful work for an individual who has sustained a physical injury. The decrease from 17.80 days in 2014–15 to 15.32 days in 2015–16, highlights the efforts the department has made towards providing appropriate return to work processes for injured employees via the Injury/Illness Case Management program. Three injury claims resulted in QPWS rangers off work for more than 100 days due to significant injuries requiring surgical intervention and hospitalisation. One claim involved a quad bike accident which resulted in an immediate review into quad bike use for park operations.

Lost time injury rate

Lost time injuries occur when an employee sustains a work-related injury, which results in lost time from work after the day of the accident and continues for five consecutive days after that injury date. The department’s lost time injury rate (LTIR) has been calculated using workers’ compensation claims data as 30 June 2016. In 2015–16, the department’s LTIR was 0.67 per cent, compared with 0.42 per cent in 2014–15, representing an increase during the period.

Reporting period	Lost time injury	Rate
2013–14	14	1.09%
2014–15	6	0.42%
2015–16	7	0.67%

Workforce planning, attraction and retention

The department continued to implement initiatives in line with the department’s Workforce Strategic Plan 2014–18. The plan aims to build an agile and diverse workforce to meet key workforce priorities including:

- capabilities to meet service delivery needs.
- healthy, safe and balanced workplace.
- strengthening leadership capability.
- fostering a flexible and sustainable workforce.
- effective performance management.
- promoting ethical and effective decision making
- cultural renewal.

In 2015–16, work commenced on the department’s 2016–2021 workforce strategic plan and workforce planning workshops were also held for Queensland Parks and Wildlife Service and Sport and Recreation Services employees to develop new plans for their business areas.

During the reporting period, the department continued to address workforce attraction and retention through the Ranger Development Framework and the implementation of the Accredited Training Program for rangers.

In 2015–16, two initiatives were implemented to address attraction and retention for women. The Women’s Mentoring Program pilot and the QPWS Women’s Network both provide a focus on improving opportunities for women in the department.

The department delivered a range of pre-employment and employment programs. These include the graduate program, university scholarships, industry placement and work experience programs. Two graduates from the 2016 graduate program were appointed to Project Officer positions within Sport and Recreation Services. Industry and vocational placement programs provided nine university students with workplace experiences and improves the department’s talent pipeline for critical roles.

Workforce diversity

The department supports diversity and equity in the workplace to help it be better informed and inclusive when building relationships internally as well as with the community it serves.

In 2015–16, the department developed the Cultural Capability Action Plan, which outlines how it will embed culturally inclusive practices across the entire business. The plan recognises that Aboriginal and Torres Strait Islander peoples’ cultural and spiritual connections to the land and sea have a significant

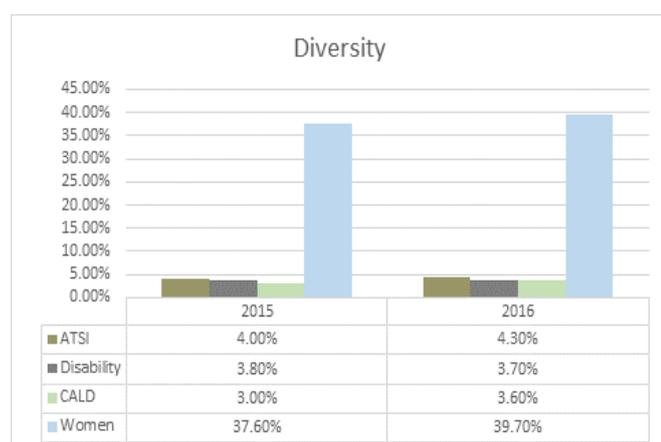
influence on the department's work. The plan outlines the department's commitment to working with traditional owners, Aboriginal and Torres Strait Islander organisations, and individual Indigenous people to help achieve its strategic objectives.

To celebrate Queensland Women's Week, a special Women in the Environment panel discussion was held. A number of women working in the department shared stories about various aspects of their careers with attendees.

The QPWS Women's Network was established, as part of an organisational strategy, to develop QPWS as an employer that is more representative of the Queensland community. The QPWS Women's Network provides opportunities for female staff to build confidence as well as providing support and mentoring. The network is developing strategies to:

- attract a larger female applicant pool for ranger roles.
- review recruitment practices, challenging any unconscious bias that may be present.
- improve work arrangements to ensure the female workforce is adequately catered for.
- provide specialised ongoing professional and personal development.
- improve communication and cultural change around the benefits of diversity within QPWS.

As at 30 June 2016, the department's representation of Aboriginal and Torres Strait Islander people increased to 4.3 per cent; representation of people with a disability decreased to 3.7 per cent; and representation of people with culturally and linguistically diverse backgrounds rose to 3.6 per cent. Women comprised 39.7 per cent of the department's total workforce.



The department continued to promote employment opportunities to women through:

- Graduate Program—50 per cent of participants in the 2015 program intake were female.

- Industry placement—five students in the 2015–16 intake were female.

The department is committed to building the capability of its female employees by offering a range of training, learning and professional development opportunities. In 2015–16, they participated in a number of leadership programs including:

- Emerging Leaders Program.
- LEAD Program.
- Mentoring Matters Program for Women.

Employee performance management

Employee induction

Corporate induction is mandatory for all new employees into the department. Through induction, the department aims to:

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

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

- Code of conduct.
- Emergency safety.
- Work health and safety.
- Fraud and corruption awareness.
- Privacy awareness.

Performance and development planning

All employees are encouraged to have a Performance and Development Plan in place by 1 October each year and undertake a review of development plans by 1 April each year. As at 30 June 2016, 84 per cent of employees had a plan in place.

The department has trained its managers to conduct meaningful performance discussions and difficult conversations with employees and also maintains the Ranger Development Framework for Queensland Parks and Wildlife Service employees.

In 2016 work commenced on the development of an online Performance and Development planning module. When completed, staff will be able to undertake self-assessments against the capabilities required for their roles and record their development plans in the department's learning management system. This will allow the department to undertake a robust training needs analysis and record all training and development activities.

In 2015–16, all Senior Executive Service (SES) officers had performance agreements and assessments in place with five Senior Executives nominated to participate in the Public Service Commission's (PSC) Executive Capability Assessment and Development refresh.

Learning and organisational development

The department continues to build its internal talent by offering a mix of technical, leadership, business and personal learning and development opportunities.

In 2015–16:

- more than 528 employees were provided with the opportunity to act in higher duties.
- 55 employees undertook departmental leadership development activities.
- technical training continued to be delivered including fire training, chainsaw training, first aid, four wheel drive training, Ship Board Safety and Coxswains training.

As part of the Accredited Training Program, a key component of the Ranger Development Framework, 13 rangers achieved the Certificate IV in Conservation and Land Management qualification. An additional 15 rangers completed 36 internal training opportunities as part of the qualification.

Reward and recognition

The department values its employees and recognises that their achievements contribute to the department's success. A Reward and Recognition Framework provides mechanisms to motivate and reward behaviours through the acknowledgement of successes, achievements and employment milestones. Initiatives supported under this framework include:

- NPSR Excellence Awards.
- Australia Day Achievement Awards and NPSR Recognition Awards.
- Premier's Awards for Excellence in Public Service Delivery.
- Public Service Medal (Australian Honours System).
- Recognition of years of service.

- Safety Champion Awards.
- Recognition Week.

Leadership and management development

The department is committed to developing its leaders and in 2015–16 offered two key leadership programs.

The LEAD Program uses a combination of face-to-face training, online learning, coaching and on-the-job activities to help employees build foundational leadership knowledge and capabilities to effectively work with people and drive outcomes in the workplace. In 2015, 26 employees completed the program and another 25 employees commenced the 2016 program. All participants were coached during the program by senior leaders and alumni from previous leadership programs.

The Emerging Leaders Program aims to further develop leadership capability at a more senior level. The 2015–16 program provided participants with a range of learning opportunities where they could develop and test new leadership behaviours.

During the reporting period the department launched the Mentoring Matters Program pilot for women. The program connects women in leadership roles with experienced senior officers who can assist with career and professional development through a mentoring relationship. The goal of the program is for the mentor to share their wealth of professional knowledge and life experiences with the mentoree, and provide valuable insights, advice and guidance in relation to work and career progression. The program runs until March 2017 and is offered to 20 mentoring partnerships across the departments of National Parks, Sport and Racing; Environment and Heritage Protection; Agriculture and Fisheries; and Tourism, Major Events, Small Business and the Commonwealth Games.

Employee opinion survey

In 2015, 68 per cent of departmental employees participated in the annual employee opinion survey, which is administered jointly with the Public Service Commission. Based on the responses, an action plan was developed that addressed three key themes arising from the survey:

- Leadership.
- Innovation.
- Job empowerment, workload and health.

The department had eight major actions, with 15 implementation components across the three themes. As at 30 June 2016, approximately 92 per cent of the implementation components were completed, and the remainder were on track to meet their completion date, or are ongoing. Senior Executives were assigned as champions for specific components to

help drive the implementation of the plan.

The response rate for the 2016 Working for Queensland Employee Opinion Survey was 70 per cent, an increase from 68.2 per cent in 2015.

Workplace health and safety

The department seeks to create a working environment and a strong culture that advocates zero harm to all employees.

In 2015–16, the department continued to provide employees with a range of health and wellbeing initiatives such as the employee assistance service, flu vaccinations, mental health awareness sessions, skin checks and access to the 10,000 Steps Workplace Challenge.

Promotion of work-life balance

The department recognises the changing needs of its employees in meeting with different life circumstances. In 2015–16, the department continued to maintain its policies on supporting flexible working arrangements. Options available to employees include compressed working hours, flexible start and finish times, leave without pay, job sharing, part time work and telecommuting.

In addition, 83 staff attended Mental Health Awareness training which was designed for managers to enhance their knowledge about the impact of the most common mental health problems on individuals, the workplace environment and the organisation as a whole.

Industrial and Employee Relations Framework

The department engages with employees and their representatives through an Agency Consultative Committee which meets four times a year. The Workforce Relations and Safety Unit has responsibility for overall management of industrial relations in consultation with business units. The unit is also responsible for liaising with central agency departments such as the Public Service Commission (PSC) in relation to whole-of-government matters including enterprise bargaining, PSC directives and award modernisation.

Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid in 2015–16.

Managing our business

The department has established corporate governance systems to direct, manage and control the organisation's business. These systems ensure that the delivery of departmental services is undertaken in an efficient, effective and sustainable way. The department is committed to achieving high levels of accountability, transparency and rigour in all its processes. It achieves this by:

- having appropriate decision making bodies in place.
- managing performance and minimising risks.
- enhancing public confidence through building relationships with our clients.
- meeting ethical and regulatory obligations.

Corporate governance principles are based on the *Public Sector Ethics Act 1994* and the Financial and Performance Management Standard 2009. These principles are: accountability, transparency, integrity, stewardship, leadership and efficiency.

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

The performance management framework includes the strategic plan, annual report, service delivery statement (SDS), key business performance measures and targets as well as structured risk-management processes.

Governance committees

The department has committees that are central to its governance arrangements and that oversee all major activities and areas of decision making.

Executive Management Board

The Executive Management Board (EMB) is responsible for the overall management, administration and strategic direction of the department. It advises, supports and assists the Director-General to meet her statutory responsibilities under the *Financial Accountability Act 2009*. EMB uses financial reports, business performance and human resources management reports for this purpose.

The EMB is supported by six subcommittees which provide advice and recommendations to the EMB in relation to governance issues related to their area of responsibility. These subcommittees are:

- Finance.
- Audit and Risk.
- Human Resources.
- ICT Investment and Strategy.
- Safety.
- Communication and Innovation.

Finance subcommittee

The Finance subcommittee provides oversight over the department's financial resources and makes recommendations across a range of financial management issues. The subcommittee comprises the Executive Management Board and the Chief Finance Officer.

The role of the subcommittee is to:

- monitor and initiate appropriate action in relation to the nature and amount of funding available for future programs.
- maintain a strong financial management culture within the department through the continuing development of communication, training, and information and reporting strategies for staff at all levels of the department.
- ensure the department's financial resources are focused towards the achievement of the its priority business objectives.
- ensure that the department's key financial risks are being effectively managed.
- increase understanding within the department of the nexus between operational and financial performance through enhanced management reporting.

The subcommittee met 12 times in 2015–16.

Committee members (as at 30 June 2016)

Chair	Tamara O’Shea, Director-General
Members	Ben Klaassen, Deputy Director-General, Queensland Parks and Wildlife Service Richard Watson, Deputy Director-General, Sport and Recreation Services Tracy O’Bryan, Executive Director, Office of the Director-General Peter Griffin, Deputy Director-General, Corporate Services Wade Oestreich, Senior Executive Director, James Newman, Regional Director, North Region, Queensland Parks and Wildlife Service Duncan Anson, Chief Finance Officer

Audit and Risk

The Audit and Risk subcommittee assists the Director-General by providing independent assurance and assistance on the departments:

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

The subcommittee was established under the Financial and Performance Management Standard 2009 (s.35). In 2015–16, the committee assessed and endorsed key documents including the Audit and Risk Committee Charter, the Internal Audit Annual Plan, internal audit reports and the annual financial statements. It provided advice regarding:

- management responses to internal audits.
- the status of implementation of audit recommendations.
- applicability of all Queensland Audit Office recommendations to departmental operations.
- financial management activities including financial accounting, asset management and planning, budget management and assurance processes.
- risk management activities including updates to the strategic and operational risk registers.
- staff participation rates for integrity and conduct related training.

In 2015–16, the subcommittee held five meetings and

observed the terms of its charter having regard to the Audit Committee Guidelines issued by Queensland Treasury. Meetings were attended by seven members—two members external to the department and five staff members.

Committee members (as at 30 June 2016)

External members	Mr Bob McDonald OAM (Committee Chair) Ms Liezel Samuel, Director, Internal Audit, Department of Housing and Public Works
NPSR staff	Mr Ben Klaassen, Deputy Director-General, Queensland Parks and Wildlife Service Ms Tracy O’Bryan, Executive Director, Office of the Director-General Mr Clive Cook, Executive Director, Partnerships Directorate, Queensland Parks and Wildlife Service Mr Leigh Harris, Regional Director, Central Region, Queensland Parks and Wildlife Service Mr Leigh Habner, Regional Manager, South-East Region, Sport and Recreation Services

In 2015–16, \$3000 was paid for services provided by the independent Chair, Mr Bob McDonald OAM.

Human Resources

The Human Resources subcommittee provides oversight on issues relating to human resources and workforce management. It guides strategies to support the achievement of goals in areas such as workforce diversity, capability development, performance planning, career development, succession planning, equal employment opportunity/anti-discrimination and cultural capability.

Committee members (as at 30 June 2016)

Chair	Aaron Broughton, Executive Director, Infrastructure and Regional Delivery, Sport and Recreation Services
Members	Ben Klaassen, Deputy Director-General, Queensland Parks and Wildlife Service Geoff Brittingham, Regional Director, Sunshine and Fraser Coast Region, Queensland Parks and Wildlife Service Ken Dagley, Executive Director,

	Human Resources, Corporate Services
	Kathy Kingsford, A/Director, Program Development and Grant Administration, Sport and Recreation Services
	James Newman, Regional Director, North Region, Queensland Parks and Wildlife Service
	Lyndall Holz, Director South East Region, Sport and Recreation Services

Established in February 2016, the subcommittee met twice during the reporting period and endorsed a range of human resources policies and strategies.

ICT Investment and Strategy

The ICT Investment and Strategy subcommittee:

- ensures the department’s ICT investment and assets are aligned with business priorities and plans and support whole-of-government ICT directions.
- manages specific risks related to ICT including management of significant and high risk applications.
- provides whole-of-agency leadership, strategic direction and oversight in the planning and delivery of the portfolio of ICT-related initiatives.
- provides assurances to the Director-General that information management and ICT is appropriately governed to ensure return on investment through effective delivery of approved initiatives, and is meeting government priorities.

The ICT Investment and Strategy subcommittee has established reporting requirements to ensure that it receives information relevant to its role. The committee:

- reviews and monitors investments in information management systems and technologies to ensure they are managed through appropriate governance processes and deliver stated outcomes and benefits.
- monitors the health of ICT assets to address areas of risk.
- authorises and directs the development of strategic and operational plans for ICT-enabled business.
- prioritises investments in information management systems and technologies consistent with the department’s strategic direction and government priorities.

- scrutinises the delivery of approved and funded project and program allocations and approve the reallocation of unused funds.
- escalates significant risks to the Director-General.
- monitors information management and ICT service provider arrangements under the Business and Corporate Partnership.
- develops information management capability.

Committee members (as at 30 June 2016)

Chair	Jason Jacobi, Executive Director, Regional Operations West, Queensland Parks and Wildlife Service
Members	Richard Watson, Deputy Director-General, Sport and Recreation Services Duncan Anson, Chief Finance Officer Glenn Redenbach, Regional Director, South West Region, Queensland Parks and Wildlife Service Tony Grant, Chief Information Officer, Information and Technology Partners Dr Liz Young, A/Director, Regional Service Delivery, Queensland Parks and Wildlife Service Guy Thomas, Director, Operational Support, Queensland Parks and Wildlife Service Troy Ayres, Director, Queensland Academy of Sport Simon Stephens, Director Racing Science Centre, Office of Racing

The subcommittee met five times in 2015–16.

Safety

The Safety subcommittee provides strategic and operational direction on safety and wellbeing management issues to enable the department to maximise the capabilities of its workforce. It also guides the workforce wellness program in conjunction with the whole-of-government framework, and provides direction on the development of the department’s safety culture.

The subcommittee takes all reasonable and practicable steps to maintain a safe and healthy working environment for the department, which is complemented with ongoing health and safety programs and initiatives designed to keep staff educated and informed about their health and safety responsibilities.

Committee members (as at 30 June 2016)

Chair	Bennett King, Executive Director, Queensland Academy of Sport
Members	<p>Peter Griffin, Deputy Director-General, Corporate Services</p> <p>Ken Davis, Executive Director, Governance and Strategy, Corporate Services</p> <p>Neil Cambourn, Executive Director, Regional Operations East, Queensland Parks and Wildlife Service</p> <p>Damien Head, Regional Director, Great Barrier Reef Region, Regional Operations East</p> <p>Mick Cubis, Regional Director, South East Region, Queensland Parks and Wildlife Service</p> <p>Peter Shaw, Director, Sport and Recreation Services</p> <p>Paige Ridgewell, Director, Policy Research and Planning, Sport and Recreation Services</p> <p>Lindie Taylor, Director Racing Regulation, Office of Racing</p> <p>Randall Swain, Manager Workforce Relations and Safety, Corporate Services</p>

Established in February 2016, the subcommittee met twice during the reporting period. It replaced the previous *workingsafe* *workingwell* subcommittee which also met twice in 2015–16.

The current committee (and its predecessor) endorsed a range of health and wellbeing initiatives including access to the employee assistance counselling service, flu vaccinations, skin checks, mental health awareness sessions, and online Drug and Alcohol Awareness training.

Communication and Innovation

The Communication and Innovation subcommittee provides high level advice to the EMB and recommendations on issues relating to communication and innovation. The subcommittee oversees the implementation of the department’s communication and innovation strategies, fosters innovation and disseminate information about promising innovations across the department. It also provides assurance to the Director-General and the EMB that appropriate governance structures are in place to ensure effective delivery of approved initiatives, and that communication and innovation is

meeting government requirements.

Committee members (as at 30 June 2016)

Chair	Anne Greentree, Executive Director, Business Development Directorate, Queensland Parks and Wildlife Service
Members	<p>Wade Oestreich, Senior Executive Director, Office of Racing</p> <p>Geoff Kent, Executive Director, Technical Services, Queensland Parks and Wildlife Service</p> <p>Leigh Harris, Regional Director, Central Region, Queensland Parks and Wildlife Service</p> <p>Mary Steele, Executive Director, Communications Services, Corporate Services</p> <p>Sally Sturgess, Director, Strategy and Policy Services, Queensland Parks and Wildlife Service</p> <p>Sharon Hodges, Director, Industry Capacity and Events, Sport and Recreation Services</p> <p>Nathalie Sengers, Director, Communication Services, Corporate Services</p> <p>Jacqueline Saxby, Director North West Regions, Sport and Recreation Services</p>

The subcommittee was formed in March 2016 and met twice during the reporting period.

Governance processes

The department has internal accountability mechanisms in place to ensure it operates effectively and transparently. It has established systems and processes to audit its programs, reduce risks, safeguard against fraudulent activity and ensure business continuity.

Strategic Plan 2015–19

The strategic plan sets the direction for a four-year period and guides the prioritisation of resources. Through achieving its corporate objectives the department also contributes to the Queensland Government’s objectives for the community.

The strategic plan is reviewed annually to assess progress against specified objectives and to identify whether changes in the external environment require

any adjustments to be made to the plan.

Managing our performance

The department's strategic objectives and performance indicators are delivered through its service areas—National Parks, Sport and Recreation and Racing. To support the strategic plan, Service area plans identify the service priorities each year. Quarterly performance reports enable the department to monitor its progress in achieving its objectives. Ongoing processes are also in place for evaluating and managing current and future risks faced by the department.

Managing our risk

The department's risk management framework aligns with the AS/NZS ISO 31000:2009 Risk Management—Principles and Guidelines and includes appropriate governance arrangements, policy and procedures, and risk reporting and analysis.

The Director-General and Executive Management Board (EMB) have overall responsibility for the establishment and maintenance of the risk management framework and for ensuring that risk management is embedded throughout the department to support the achievement of strategic and operational objectives. This has been achieved through:

- proactive executive involvement and discussion.
- assessment and treatment of risk, including fraud and corruption risks, across the whole department.
- quarterly analysis and reporting.

The EMB maintains a strategic risk register which details risks to the department's strategic objectives. The register is reviewed quarterly to monitor the progress of risk treatments, identify emerging risks or make them inactive once they have achieved their target risk levels.

The department's service areas are responsible for identifying and managing risks at the operational level and for maintaining risks registers.

The department's approach to the management of fraud and corruption is detailed in the Fraud and Corruption Prevention Policy and Procedure and the Fraud and Corruption Control Plan. During 2015–16, biennial fraud risk reviews and assessments were conducted across the department. In early 2016, all staff completed mandatory fraud awareness refresher training.

The Audit and Risk Committee monitors and advises on the department's risk management system in accordance with section 28 of the Financial and Performance Management Standard 2009.

Internal Audit

The department's Internal Audit unit provides independent assurance and advice to the Director-General, senior management and the Audit and Risk Committee to enhance corporate governance and departmental operations. It is independent of executive management and external auditors.

The unit is managed by Richard Heinritz, Head of Internal Audit. Richard is an experienced auditor in the public and private sector. He holds a Bachelor of Business (Accounting) and is a member of CPA Australia.

The Internal Audit unit's functions include:

- developing the Internal Audit Charter.
- planning the internal audit program.
- reporting of internal audit issues.
- managing the relationship with external audit.
- supporting the Queensland Audit Office with its annual external audit of agency financial statements.
- providing secretariat services to the Audit and Risk Committee.

The unit also improves the efficiency, effectiveness and economy of business operations and systems by:

- identifying operational and financial performance issues and internal control weaknesses.
- undertaking risk assessments.
- providing recommendations to mitigate risks, issues and weaknesses.

Internal Audit operates in accordance with the Internal Audit Annual Plan, a risk-based plan endorsed by the Audit and Risk Committee and approved by the Director-General. During 2015–16, Internal Audit delivered its role and responsibilities in line with the Internal Audit Charter and conformed with the Audit Committee Guidelines issued by Queensland Treasury.

During the reporting period, the unit performed internal audits and reviews in accordance with the *Financial Accountability Act 2009* and professional standards. Internal audits were performed on a range of functions including Sport and Recreation Services' grants management, pest management, fleet management, heavy plant management, diving operations management and two special audits at the request of Queensland Parks and Wildlife Service.

In 2015–16, Internal Audit contributed to business improvements through:

- audit recommendations to the Director-General and the Audit and Risk Committee.

- ongoing monitoring of follow-up actions of the audit recommendations implemented by business units.
- risk assessments and self-audit programs which assist staff to mitigate inherent and residual risk in the areas of pest management, capital works and native title.
- periodic monitoring of selected general ledger accounts and controls related to expenditure and revenue.
- input and advice on various business improvement initiatives.
- advice to management and staff on corporate governance matters.
- secretariat support to the Audit and Risk Committee.

Administrative and professional services

The department has established administrative processes to direct, manage and control its business and ensure that delivery of departmental services is undertaken in an efficient and effective manner.

Information systems

The department operates and maintains a range of information systems to support services, initiatives and corporate operations including:

- Intranet and internet—to provide information and services to employees (intranet) and external customers (internet).
- ParksQ—an online booking and payment system for camping permits and vehicle access permits in national parks. This system was replaced in June 2016 by a new National Parks Booking System.
- Fire, pest and asset maintenance management systems for forest and national park estates. The Fire Advice component was replaced in June 2016 by the new FLAME system.
- G2—a sport and recreation grants administration system to manage the assessment, allocation and reporting of grants funding programs, particularly through the *Get in the Game* initiative. QGrants, the Office of State Revenue's grants management system is also used for various aspects of grants administration. The new Enquire system, which will replace G2 and QGrants, was implemented in a phased approach during 2015–16 and will continue to be phased in during 2016–17.
- KX Booking System administers client bookings and payments to support the Queensland Recreation Centres.
- Vision 6 to administer on-line registrations to support the Building Active Community Workshops and Get Active Queensland Accreditation Program.
- The Laboratory Information Management System (LIMS)—used by the Racing Sciences Centre to manage sample testing results.

Recordkeeping

The department operates a recordkeeping strategy to ensure that it is compliant with the *Public Records Act 2002*, *Public Service Act 1996*, and Information Standard 40—Recordkeeping. Policies are in place for recordkeeping, email management, retention and disposal of records, managing information on shared network drives and information security. Records Management has responsibility for providing a

compliant recordkeeping framework for the department. Increasing numbers of records are being received, captured and managed electronically.

The Recordkeeping Digital Transition Program that was commenced in April 2015 supports and facilitates the move from paper to digital recordkeeping—Born Digital, Stay Digital. A new Digitisation Disposal Policy was approved by the NPSR IISC in February 2016 and will be implemented to support the new digital recordkeeping approach. Recordkeeping considerations are being formally addressed in both the development and decommissioning of business systems.

A comprehensive retention and disposal schedule for Parks records has been developed and is being reviewed by State Archives prior to approval. The existing Racing schedule will be reviewed. Time-expired records have been identified for disposal, with 285 boxes of hardcopy files being securely disposed of. Permanent records have been identified and 8 boxes of hardcopy records have been transferred to Queensland State Archives.

Accountability and ethics

The Code of Conduct and information on how to report alleged wrongdoing by employees continues to be available to the public on the department's intranet. The department also ensures that appropriate education and training occurs and all employees are kept up to date on their obligations with regard to the Code of Conduct for the Queensland Public Service (the Code), and Fraud and Corruption detection and prevention.

In 2015–16, a new Code of Conduct training package was released and all employees are required to complete it annually.

The Code and information on how to report alleged wrongdoing by employees continues to be available to the public on the department's internet. Other accountability mechanisms include Right to Information, Complaints Handling, the role of the Queensland Ombudsman and Judicial Review.

Ethical behaviour

The department's 2015–19 Strategic Plan has a strong focus on the ethical management and governance arrangements of the department and its resources. In daily practice this means that all employees must act ethically, honestly and in the public interest.

The Integrity Framework seeks to ingrain a culture of integrity within the department. During the reporting period a number of key initiatives were implemented to promote the importance of integrity including: a refresher of the Fraud Awareness training for all employees; regular communication from the Director-General, as the department's Integrity Champion,

about ethical behaviour expectations; a dedicated ethics intranet page with resources highlighting ethical behaviour scenarios, suitable for managers and staff to use in team meeting discussions.

The department also conducted its Bi-Annual Fraud and Corruption Risk Assessment. This assessment helps to identify any areas for improvement as well as best practices that can be shared across business areas. In addition, the Code of Conduct training was completely released through the department's online learning system (iLearn) in May 2016. All employees are required to complete this training every 12 months.

In 2015–16, Human Resources conducted Appropriate Behaviour Awareness sessions across the state, involving a large proportion of the workforce. These sessions will continue in 2016–17.

Ethical education and training

During the reporting period new employees were informed of their ethical obligations during induction, by completing the revised Code of Conduct training module. In addition, existing employees were required to complete a refresher of the Code of Conduct training. Ethical obligations were also reinforced through individual Performance and Development Plans that set out performance, as well as, behavioural expectations in line with the Code.

Alignment of agency planning, strategies, objectives and actions

Integrity and ethics were integrated into the department's key plans, frameworks, policies and processes including:

- Strategic plan—a key strategy is ethical management and effective governance arrangements.
- Audit and Risk Committee—integrity matters are monitored for effectiveness.
- Corporate governance framework—a key principle is integrity.
- NPSR Workforce Strategic Plan—a key workforce priority is ethical and effective decision making.
- Queensland Parks and Wildlife Service Strategic Workforce Plan—integrity is a core value of QPWS.
- Sport and Recreation Services Workforce Plan—a key objective is the expectation that staff behave ethically.
- Integrity framework—defines how the department promotes, monitors and enhances an ethical culture.

- Fraud and corruption control plan—the revised plan includes additional controls that promote ethics as an integral part of workforce practices.
- Fraud and corruption prevention policy and procedure—details the fraud prevention framework.
- Risk management framework—details how to identify and minimise risks to service delivery.
- Performance management process—adherence to the Code of Conduct is included in individual staff performance plans.
- Human resource management policies and procedures.

Procurement

Procurement Services manages and delivers a range of acquisition activities and procurement advice for the department. The unit seeks to maximise value for money from expenditure on supplies, services and capital works. It ensures strategic and tactical procurement activities are undertaken in accordance with the Financial Management and Performance Standard 2009, and the Queensland Procurement Policy. Procurement Services supports six Queensland Government agencies through the Business and Corporate Partnership.

Right to Information services

The department is committed to transparent and accountable government by giving the community greater access to information under the *Right to Information Act 2009* (RTI Act) and the *Information Privacy Act 2009* (IP Act). The department provides the community with equal access to the information it holds, unless on balance, it is contrary to the public interest.

A publication scheme and disclosure log is available on the department's website. The publication scheme describes and categorises information routinely made available from the department, and the disclosure log publishes information which has been released in response to RTI access requests.

Further information about how to access information held by the department can be found on the department's website.

Business and Professional Services

The Business and Professional Services (BPS) unit performs a diverse range of functions, which include supporting the Crime and Corruption Commission Liaison Officer and the Public Interest Disclosure Coordinator, providing privacy compliance advice, maintaining disclosure logs under the *Right to Information Act 2009*, and acting as the liaison with the Office of the Queensland Ombudsman. The unit

also oversees business continuity, disaster management, energy efficiency and waste management activities, and is responsible for misconduct prevention and integrity initiatives, such as fraud and corruption risk assessments.

The majority of BPS' services are provided to both NPSR and the Department of Environment and Heritage Protection. Information Privacy and Publication Scheme support is provided to six Queensland Government agencies through the Business and Corporate Partnership (BCP) model and disclosure log decisions are made on behalf of all the BCP agencies and their responsible ministers.

Business and Corporate Partnership Board

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

The BCP operates through three Corporate Hubs embedded in the departments of Agriculture and Fisheries; Natural Resources and Mines; and Environment and Heritage Protection. Each hub is managed by a Head of Corporate who is responsible for delivering a set of core services (to the host agency and one adjunct agency) and a selection of cooperative services (to all six partnering agencies).

As at 30 June 2016, the BCP Board was comprised of the Directors-General of the departments of Agriculture and Fisheries; Tourism, Major Events, Small Business and the Commonwealth Games; Natural Resources and Mines; Energy and Water Supply; Environment and Heritage Protection; and National Parks, Sport and Racing; as well the three Heads of the Corporate Hubs.

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

How to contact us

You can contact the Department of National Parks, Sport and Racing at:

Head office

111 George Street
Brisbane Qld 4000

Post

PO Box 15187
City East Qld 4002

Website

www.npsr.qld.gov.au

Regional offices

NPSR has a network of regional offices and business centres located throughout Queensland. To confirm that the services or products that you require are available from your local business centre, telephone 13 QGOV (13 74 68).

General Enquiries

For general enquiries related to:

National parks, marine parks and forests, camping bookings	13 QGOV (13 74 68)
Sport and Recreation	1300 656 191
Office of Racing	13 QGOV (13 74 68)
Fish habitat areas	13 QGOV (13 74 68)

Appendix 1—Legislation

Legislation administered by the Department of National Parks, Sport and Racing as at 30 June 2016

Biodiscovery Act 2004 (to the extent that the compliance code, collection protocols and authorisation of collection authorities affect, or are relevant to, management of the protected area estate and forest reserves, not including nature refuges) (jointly administered with the Minister for Innovation, Science and the Digital Economy and Minister for Small Business)

Fisheries Act 1994 (as it relates to Fish Habitat Areas)

Forestry Act 1959 (jointly administered with the Minister for Agriculture and Fisheries)

Major Sports Facilities Act 2001

Marine Parks Act 2004

Mt. Gravatt Showgrounds Act 1988

Nature Conservation Act 1992 (to the extent that it is relevant to the management of the protected area estate and forest reserves, excluding Nature Refuges) (jointly administered with the Minister for Agriculture and Fisheries)

Racing Act 2002

Racing Integrity Act 2016

Recreation Areas Management Act 2006

Sports Anti-Doping Act 2003.

Acts repealed in 2015–16

Nil.

Legislation passed in 2015–16

Nature Conservation and Other Legislation Amendment Act 2016

Racing Integrity Act 2016.

Appendix 2—Government bodies

The following committees, statutory bodies and entities provide annual reports as indicated:

Name of Body	Constituting Legislation	Annual Report arrangements
Cape York Peninsula Regional Protected Area Management Committee	<i>Nature Conservation Act 1992</i>	Included in NPSR's Annual Report
Mt Gravatt Showgrounds Trust	<i>Mt. Gravatt Showgrounds Act 1988</i>	Separate Annual Report prepared
Queensland Academy of Sport Board	The Board is not established under an Act	Included in NPSR's Annual Report
Queensland All-Codes Racing Industry Board (trading as Racing Queensland)	<i>Racing Act 2002</i>	Separate Annual Report prepared
Queensland Greyhound Racing Board	<i>Racing Act 2002</i>	Included in Racing Queensland's Annual Report
Queensland Harness Racing Board	<i>Racing Act 2002</i>	Included in Racing Queensland's Annual Report
Queensland Racing Integrity Commission (QRIC)	<i>Racing Integrity Act 2016</i>	Separate Annual Report to be prepared (see note 2)
Queensland Thoroughbred Racing Board	<i>Racing Act 2002</i>	Included in Racing Queensland's Annual Report
Racing Animal Welfare and Integrity Board	<i>Racing Act 2002</i>	Included in NPSR's Annual Report
Racing Disciplinary Board	<i>Racing Act 2002</i>	Included in NPSR's Annual Report (see note 3)
Stadiums Queensland	<i>Major Sports Facilities Act 2001</i>	Separate Annual Report prepared
Women and Girls Advisory Committee on Sport and Recreation	The Committee is not established under an Act	Included in NPSR's Annual Report

NOTES:

- NPSR will no longer be reporting on the following bodies:
 - National Parks Tourism Reference Group — the Group was formally dissolved in April 2016. No meetings were held during 2015-16.
 - The Queensland Greyhound Racing Board, Queensland Harness Racing Board, Queensland Thoroughbred Racing Board and Racing Animal Welfare and Integrity Board — these Boards were abolished under provisions of the *Racing Integrity Act 2016* whose functions will now be fulfilled by either the Racing Queensland Board or the QRIC from 1 July 2016.
- As approved under section 52 of the Financial and Performance Management Standard 2009, the QRIC will prepare its first annual report from formation date until the end of financial year 2017.
- The Racing Disciplinary Board will continue under transitional arrangements contained in the *Racing Integrity Act 2016* until 31 October 2016.

Boards and Committees

Cape York Peninsula Regional Protected Area Management Committee	
Act or instrument	<i>Nature Conservation Act 1992</i>
Functions	<p>The primary function of the Committee is to advise the Minister responsible for administration of the <i>Nature Conservation Act 1992</i> about matters relating to protected areas in the Cape York Peninsula region including:</p> <ul style="list-style-type: none"> • Indigenous employment opportunities in the area; • Management plans for the areas; and • Resources for management of the areas.
Achievements	<p>The Committee did not convene during the reporting period of 2015-16; however, significant progress was made with Indigenous Management Agreements between the Department of National Parks, Sport and Racing (NPSR) and the respective Indigenous land trusts, to establish formal joint management and decision-making arrangements for Cape York Peninsula national parks.</p> <p>Twenty-two protected areas are now jointly managed with Traditional Owners under Indigenous Management Agreements. Further agreements will continue to be negotiated on behalf of NPSR by the Department of Aboriginal and Torres Strait Islander Partnerships.</p>
Financial reporting	Not applicable.
Remuneration: Not applicable.	
Total out of pocket expenses	Not applicable.

Queensland Academy of Sport Board					
Act or instrument	The Queensland Academy of Sport (QAS) Board is not established under an Act.				
Functions	<p>The QAS Board is an advisory body to the Minister for Sport on the Queensland Academy of Sport, an initiative of the Queensland Government aimed at supporting the state's elite and identified developing athletes.</p> <p>Membership of the QAS Board includes a number of former elite athletes and leaders in the Queensland sporting and business communities.</p>				
Achievements	<p>In 2015-16, the QAS Board:</p> <ul style="list-style-type: none"> • oversaw the opening of an office of the QAS on the Gold Coast to facilitate development of athletes in the lead up to the 2018 Commonwealth Games; • approved distribution of Olympic and Paralympic Bonus Grants in excess of \$300,000; and • negotiated a new lease for the QAS premises at the Queensland Sport and Athletics Centre. 				
Financial reporting	Costs are contained within NPSR's report.				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received

Queensland Academy of Sport Board					
Chairperson	Bruno Cullen	8	\$108 half day meeting	\$0	\$864
Member	Bruce Hatcher	7	\$96 half day meeting	\$0	\$864 (Fees include 2 meetings from 2014-15 paid in 2015-16)
Member	Ray Epstein	8	\$96 half day meeting	\$0	\$768
Member	Bronwyn Thompson	7	\$96 half day meeting	\$0	\$768 (Fees include 1 meeting from 2014-15 paid in 2015-16)
Member	Scott Derwin	8	\$96 half day meeting	\$0	\$768
Member	Anne-Marie White	6	\$96 half day meeting	\$0	\$576
Member	Naomi McCarthy	6	\$96 half day meeting	\$0	\$672 (Fees include 1 meeting from 2014-15 paid in 2015-16)
Member (ex-officio)	Richard Watson	7	N/A	N/A	Nil
No. scheduled meetings/sessions	8				
Total out of pocket expenses	Nil				

Racing Animal Welfare and Integrity Board	
Act or instrument	<i>Racing Act 2002</i>
Functions	The Racing Animal Welfare and Integrity Board's role was to monitor, advise and make recommendations to the chief executive about matters related to the welfare of licensed animals and drug control in the Queensland racing industry.
Achievements	The Board held its last meeting on 31 July 2015.
Financial reporting	Costs are contained within NPSR's annual report.

Racing Animal Welfare and Integrity Board					
Remuneration					
Position	Name	Meetings/sessions attendance	Daily meeting fee 4 hours or less	Approved sub-committee fees if applicable	Actual fees received
Chairperson	Dr Frederick Manahan	1	\$291/session	\$0	\$534 (includes Special Assignment fee of \$243)
Member	Graham Kerven	1	\$239/session	\$0	\$239
Member	Dr Michael D'Occhio	0	\$239/session	\$0	\$0
No. scheduled meetings/sessions	1				
Total out of pocket expenses	Long service leave and catering costs totalled \$98.00.				

Racing Disciplinary Board					
Act or instrument	<i>Racing Act 2002</i>				
Functions	<p>The Board's role was to hear and determine appeals lodged by aggrieved persons against certain decisions (appealable decisions) of a racing control body.</p> <p>The Board was responsible for the initial hearing of all appeals for administrative and disciplinary decisions of the control bodies and stewards' inquiries.</p> <p>Appeals initiated by aggrieved persons against decisions of the Board were heard by the Queensland Civil and Administrative Tribunal.</p>				
Achievements	<p>In 2015-16, the Board heard 73 appeals, of which 22 were dismissed, 18 upheld, 24 dismissed but varied, 6 withdrawn, 4 with decisions pending and 5 compromised by agreement.</p> <p>The three year term of the Board ended on 30 April 2016. Board members have been reappointed until 31 October 2016 to allow for outstanding appeals to be finalised.</p> <p>Under the <i>Racing Integrity Act 2016</i>, an aggrieved person will apply to the new Queensland Racing Integrity Commission for an internal review of the original decision. This process will replace the Board from 1 July 2016.</p>				
Financial reporting	Costs are contained within NPSR's annual report.				
Remuneration					
Position	Name	Meetings/sessions	Approved	Approved sub-	Actual fees

Racing Disciplinary Board					
		attendance	annual, sessional or daily fee	committee fees if applicable	received
Chairperson	Mr Brock Miller	51	\$325	\$0	\$22,100 (inclusive of preparation costs)
Member	Mr Paul James	48	\$250	\$0	\$17,125 (Acting Chairperson for 12 meetings)
Acting Chairperson	Mr Peter Elliott	3	\$325	\$0	\$1975 (inclusive of preparation costs)
Member	Mr Daryl Kays	68	\$250	\$0	\$16,500 (inclusive of preparation costs)
Member	Mr Gary Casey	25	\$250	\$0	\$6825 (Acting Chairperson for 3 meetings plus preparation costs)
Member	Mr Roy Dickinson	3	\$250	\$0	\$1250 (Fees include 2 meetings from 2014-15 paid in 2015-16)
No. scheduled meetings/sessions	73 meetings				
Total out of pocket expenses	\$8,469 which includes superannuation, long service leave levy and motor vehicle allowance.				

Women and Girls Advisory Committee on Sport and Recreation	
Act or instrument	The Committee is not established under legislation.
Functions	The Committee provides advice to the Department of National Parks, Sport and Racing (NPSR) and the Minister for Sport on the implementation of initiatives to improve women and girls' participation in sport and recreation.
Achievements	In 2015-16, the Committee supported NPSR with timely advice on NPSR's actions to improve women and girls' participation including: <ul style="list-style-type: none"> • Join the Movement social media campaign; • Start Playing Stay Playing Excellence Awards; and • Get Out Get Active funding program.

Women and Girls Advisory Committee on Sport and Recreation					
Financial reporting	The Committee is an advisory body and does not have financial responsibilities. Costs are contained within NPSR's annual report.				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chair	Professor Doune Macdonald	4	\$0	\$0	\$0
Member	Natalie Cook	2	\$0	\$0	\$0
Member	Dr Sue Hooper	3	\$0	\$0	\$0
Member	David Keating	3	\$0	\$0	\$0
Member	Sue Nisbet	4	\$0	\$0	\$0
Member	AnneMarie White	3	\$0	\$0	\$0
Member	Sandra Sampson	2	\$0	\$0	\$0
No. scheduled meetings/sessions	Four				
Total out of pocket expenses	\$738				

Appendix 3—External scrutiny

This section provides information about significant external audits and reviews of the Department of National Parks, Sport and Racing.

NPSR Financial statements—Queensland Audit Office

QAO's annual financial audit provides key, ongoing external scrutiny of NPSR. Key departmental financial systems are reviewed and financial risk mitigation and internal controls are assessed and reported on. QAO also provide attestation over the financial statement component of this annual report.

Crime and Corruption Commission—Public sector corrupt conduct compliance

The Crime and Corruption Commission carried out an audit of the appropriateness of systems and procedures adopted by the department for assessing and categorising corrupt conduct matters. The results of this audit were published in a Crime and Corruption Commission report *Public sector corrupt conduct compliance*. The associated recommendations were implemented through the improvement and enhancement of the department's policies and procedures.

Performance Audit of Strategic Procurement—Queensland Audit Office

In 2015–16, the Queensland Audit Office (QAO) conducted an audit to determine whether state government departments were achieving and enabling value for money procurement outcomes through effective strategic procurement. All state government departments were included in the scope of this audit.

The End of Conduct Brief was provided to departments for comment. The brief, which will form the basis of the QAO's final report to Parliament, summaries the material facts and findings of the audit and includes the finalised audit objectives and lines of inquiry.

Representatives from the departments of National Parks, Sport and Racing; Environment and Heritage Protection; Energy and Water Supply; and Natural Resources and Mines will provide a consolidated response to QAO in the latter half of 2016.

QAO's final report is scheduled to be tabled in Parliament in October 2016.

Appendix 4—Additional published information

In addition to the information contained in this annual report, the department has also published a range of administrative functions which can be found on the Queensland Government's Open Data portal at <https://data.qld.gov.au>

Topics included in this additional report are:

- Consultancies.
- Overseas travel.
- Queensland Language Services Policy.

Appendix 5—Annual report on the administration of the *Marine Parks Act 2004*

(1 July 2015—30 June 2016)

The *Marine Parks Act 2004* (the Act) provides for the conservation of Queensland’s marine environment by implementing a comprehensive range of management strategies including the declaration of marine parks and the establishment of zones and designated areas including highly protected areas within the parks. These management arrangements are formalised through the gazettal of zoning plans and the development of management plans.

Public authorities and other interested groups, including Aboriginal and Torres Strait Islander communities and local governments, are encouraged to assist in managing marine parks and to further the public’s appreciation, understanding and enjoyment of the marine environment.

The Act aims to achieve a coordinated and integrated approach with other environmental conservation legislation, and recognises the cultural, economic, environmental and social relationships between marine parks and their adjacent lands and waters.

Australia’s international responsibilities and intergovernmental agreements are important considerations in park management. Marine parks extend across areas adjacent to the Queensland coast which are under the control of both the Commonwealth and State governments. Both governments have agreed that, as far as practicable in managing marine parks, state legislation will be consistent with the relevant Commonwealth legislation.

Marine parks are multiple use areas providing for a range of activities and visitor opportunities. The zoning plans prescribed under the Act detail the types of uses and management measures.

Three marine parks have been declared under the Act with corresponding zoning plans established—Great Barrier Reef Coast Marine Park, Great Sandy Marine Park and the Moreton Bay Marine Park.

The plans and regulations that support the Act are:

- Marine Parks (Declaration) Regulation 2006.
- Marine Parks (Great Barrier Reef Coast) Zoning Plan 2004.
- Marine Parks (Great Sandy) Zoning Plan 2006.
- Marine Parks (Moreton Bay) Zoning Plan 2008.
- Marine Parks Regulation 2006.

Amendments

Marine Parks Act 2004

Section 36 of the *Marine Parks Act 2004* was amended in May 2016 to remove an exemption that was added by the previous government to preclude consultation on amendments to management plans under the *Marine Parks Act 2004* when the amendment is being made to provide consistency with a change in Queensland Government policy.

Marine Parks (Declaration) Regulation 2006

The Marine Parks (Declaration) Regulation 2006 was amended in December 2015 to revoke a 2.2 hectare area from the Great Sandy Marine Park. The revocation of the marine park allowed for the construction of a public boat ramp facility and car trailer park at Burrum Heads.

Marine Parks (Great Sandy) Zoning Plan 2006

No amendments were made to the Marine Parks (Great Sandy) Zoning Plan 2006 in 2015–16.

Marine Parks (Great Barrier Reef Coast) Zoning Plan 2004

The Marine Parks (Great Barrier Reef) Zoning Plan 2004 was amended in February 2016 to adopt complementary commercial net fishing restrictions already in place under Commonwealth marine park legislation to support dugong conservation and to address concerns raised by the public about the protection of dugongs. This amendment applied to the Species Conservation (Dugong Protection) Special Management Area of Bowling Green Bay.

Marine Parks (Moreton Bay) Zoning Plan 2008

No amendments were made to the Marine Parks (Moreton Bay) Zoning Plan 2008 in 2015–16.

Marine Parks Regulation 2006

The Marine Parks Regulation 2006 was amended in August 2015 to reinsert a penalty provision that was inadvertently omitted from the offence provisions. The amendment reinserted a value of 20 penalty units to section 140 (2) which prohibits dogs on beaches in the Moreton Bay Marine Park and on beaches of islands in the Great Barrier Reef Coast Marine Park where the beaches adjoin national parks.

Legislative amendment proposals

There were no legislative amendment proposals made during the reporting period.

Funding

In 2015–16, the Queensland Government contributed \$8,372,000 to the field management program (FMP) for the Great Barrier Reef.

After receipt and allocation of Commonwealth funding, the department's combined recurrent and capital budget allocation in 2015–16 was \$12,571,202 for the Great Barrier Reef FMP. Only a portion of this is spent on State marine parks. The FMP operates across the (Commonwealth) Great Barrier Reef Marine Park, the (State) Great Barrier Reef Coast Marine Park, island national parks and Commonwealth islands.

An annual operating budget of \$1.16 million (excluding depreciation) was allocated to administer the Act in the Moreton Bay Marine Park. Annual expenditure for the artificial reef program in the Moreton Bay Marine Park was \$20,000.

In 2015–16, an operating budget of \$0.70 million (excluding depreciation) was allocated to administer the Act in the Great Sandy Marine Park. Annual expenditure for the artificial reef program in the Great Sandy Marine Park was \$15,000.

Management plans

Sections 29–33 of the Act outline the processes for developing marine park management plans. The minister must give public notice and invite submissions on the plans.

Marine parks are located adjacent to a number of mainland and island national parks with these areas sharing similar management issues. To enable improved management, parts of the marine park have been included within the management planning process for national parks resulting in a joint *Marine Parks Act 2004* and *Nature Conservation Act 1992* management plan.

During 2015–16, one new management instrument was approved with a marine park component (see Table A). This area has also been referenced in the 2015–16 report on the Administration of the *Nature Conservation Act 1992*.

Permissions

The Act provides for activities to be undertaken on marine parks by permission (permits and agreements) for varying periods. The Marine Parks Regulation 2006 outlines the administrative matters relating to the grant, amendment, suspension, cancellation, surrender and replacement of relevant authorities (permits, licences and written permissions) and the requirements applying to carrying out activities under a relevant authority provided for by the Act.

A summary of permissions granted, suspended or cancelled, and applications refused in 2015–16 and related information is outlined in Tables B and C.

Offences and enforcement

In 2015–16, 326 marine park penalty infringement notices were issued. There were seven litigation matters progressed under the Act. Two of these were finalised, resulting in two prosecutions. A summary of offences and enforcement matters is provided in Tables D and E.

Accreditations

Accreditations are a form of approval that removes the need for organisations and individuals to obtain a permit to carry out activities. Accreditations can be issued under the Marine Parks Regulation 2006 for a number of different activities such as research and aquaculture. Traditional Use of Marine Resource Agreements (TUMRAs) is one form of accreditation. These formal agreements are developed by traditional owner groups and accredited by the department and also the Great Barrier Reef Marine Park Authority (GBRMPA) if the agreement covers the Great Barrier Reef region. TUMRAs describe how traditional owner groups work in partnership with the Queensland and Australian governments to manage traditional use activities on their sea country. A summary of accreditations granted is provided in Table F.

Information supporting the report on the administration of the *Marine Parks Act 2004* in 2015–16

Table A—Management instruments approved in 2015–16 that included a marine park component

Management plans
Marpa National Park (Cape York Peninsula Aboriginal land) Management Statement 2016.

Table B—Marine Parks Act 2004. State–Commonwealth Joint Marine Park permissions (permits and agreements) granted, refused, and suspended or cancelled (1 July 2015–30 June 2016)

The number of permits includes all current permits some of which may have been issued in previous reporting periods.

Category	Permits current as at 30/06/2016	Permits issued between 1/07/15 and 30/06/16	Permits refused, suspended or cancelled between 1/07/15 and 30/06/16
Tourist program	637	158	6
Whale watching ¹	0	0	0
Media activity (film, photography)	2	2	0
Vessel charter/aircraft ²	596	154	6
Educational programs	105 (comprised of 23 issued by GBRMPA and 82 issued by QPWS Rockhampton on behalf of the GBRMPA.)	18 (comprised of 8 issued by GBRMPA and 10 issued by QPWS Rockhampton on behalf of the GBRMPA.)	0
Research	249	95	3
Operate a facility ³	56	13	3
Minor works ⁴	148	35	3
Major works ⁵	7	6	0
Collecting	2	2	0
Developmental fishery	0	0	0
Harvest fishery ⁶	37	25	0
Aquaculture	0	0	0
Anchoring	0	0	0
Carrying out a program for taking a plant, animal or marine resource ⁷	23	3	0
Mining ⁸	0	0	0
Other ⁹	188	54	0

Table C—Marine Parks Act 2004. State Only Marine Park permissions (permits and agreements) granted, refused, and suspended or cancelled (1 July 2015–30 June 2016)

The number of permits includes all current permits some of which may have been issued in previous reporting years.

Category	Permits current as at 30/06/2016	Permits issued between 1/07/15 and 30/06/16	Permits refused, suspended or cancelled between 1/07/15 and 30/06/16
Tourist program	187	69	3
Whale watching 1	18	0	0
Media activity (Film, photography)	0	0	0
Vessel charter/ aircraft 2	84	49	0
Educational programs	20	8	0
Research	68	0	1
Operate a facility 3	7	2	0
Minor works 4	130	43	3
Major works 5	11	0	0
Collecting	50	17	0
Developmental fishery	2	0	0
Harvest fishery 6	9	0	0
Aquaculture	0	0	0
Anchoring	2	0	0
Carrying out a program for taking a plant, animal or marine resource 7	0	0	0
Mining 8	0	0	0
Other 9	38	8	0

Notes:

1. Whale watching—Commercial Activity Agreements.
2. Vessel Charter includes skippered and bare boat charters.
3. Operate a facility includes barge landings.
4. Minor works include small scale coastal works such as beach nourishment, buoy and pile moorings, maintenance dredging (GBRCMP only) and access structures (e.g. jetties, boat ramps).
5. Major works include large scale coastal works such as construction of marinas, reclamation work, capital dredging, sand extraction; large building works such as sand loading facility, wharf or submarine pipeline.
6. Harvest Fishery includes commercial collecting of coral, shell, and aquarium fish.
7. Carrying out a program for taking a plant, animal or marine resource that poses a threat to human life and safety (e.g. mosquito control), marine park ecosystems (e.g. toxic algae) or to the use/amenity of an area or adjacent marine park (e.g. mangrove trimming).

8. Mining includes exploring or mining for minerals, exploring or producing petroleum and carrying out geothermal exploration.
9. Other includes activities such as long term anchoring, recreational collecting, use of managed vessels, recreational aircraft (MBMP only) and aquatic events.
10. Includes permit transfers, amendments and renewals.

Additional information:

- 'State Only' permissions relate to the Great Barrier Reef Coast Marine Park (GBRCMP), Great Sandy Marine Park and Moreton Bay Marine Park (MBMP).
- 'Joint' Marine Park permissions relate to the Great Barrier Reef area where permissions are issued jointly by the State (Queensland Parks and Wildlife Service) and Great Barrier Reef Marine Park Authority (GBRMPA) to cover activities occurring in both the State and Commonwealth Marine Park respectively.

Table D—Marine Parks Act 2004. Enforcement activity for Great Barrier Reef Coast, Great Sandy and Moreton Bay Marine Parks (1 July 2015–30 June 2016)

Category		Number
Penalty Infringement Notices	Number issued	326
	Number withdrawn	10
	Number of Court elects	7
	Number of reviews	12
Formal Investigations	Number completed	3
Litigations	Number progressed in 2015-16	7
	Number of matters finalised in 2015-16	2

Table E—Marine Parks Act 2004. Prosecution results (1 July 2015–30 June 2016)

Party	Statute	Description	Court result	
			Court Date	Penalty
Party 1	<i>Marine Parks Act 2004</i>	Wilfully using a marine park for a prohibited purpose, which involved the taking of natural resources without authority (s43(1)(a))	9 February 2016	\$3000
Party 2	<i>Marine Parks Act 2004</i>	Wilfully using a marine park for a prohibited purpose, which involved the taking of natural resources without authority (s43(1)(a))	9 February 2016	\$2000
Total				\$5000

Table F—Summary of accreditations in place over State marine parks in 2015–16 (showing State-only and joint State–Commonwealth accreditations)

Marine park	Party or instrument accredited	Purpose	Date issued	Expiry date*
Moreton Bay Marine Park	Oyster Industry Plan for Moreton Bay Marine Park (Department of Agriculture and Fisheries)	Oyster industry	22/04/2016	n/a
Great Sandy Marine Park	Great Sandy Regional Marine Aquaculture Plan (Department of Agriculture and Fisheries)	Aquaculture	23/01/2012	n/a
Great Barrier Reef Coast Marine Park	Girringun TUMRA (QPWS/GBRMPA)	Traditional Use of Marine Resources	01/07/2010	01/07/2015**
	Port Curtis Coral Coast Regional TUMRA (QPWS/GBRMPA)	Traditional Use of Marine Resources	30/08/2011	29/08/2016
	Woppaburra TUMRA (QPWS/GBRMPA)	Traditional Use of Marine Resources	30/06/2014	30/06/2024
	Yirrganydji TUMRA (QPWS/GBRMPA)	Traditional Use of Marine Resources	04/2014	04/2019
	Lama Lama TUMRA (QPWS/GBRMPA)	Traditional Use of Marine Resources	08/2013	08/2018
	Yuku-Baja-Muliku TUMRA (QPWS/GBRMPA)	Traditional Use of Marine Resources	16/08/2013	16/08/2018
	University of Queensland	Limited impact research	10/02/2006	n/a
	Australian Museum	Limited impact research	10/02/2006	n/a
	Queensland Museum	Limited impact research	10/02/2006	n/a
	Central Queensland University	Limited impact research	10/02/2006	n/a
	University of Sydney	Limited impact research	10/02/2006	n/a
	Department of Primary Industries and Fisheries (Qld)	Limited impact research	10/02/2006	n/a
	James Cook University	Limited impact research	10/02/2006	n/a
	University of Technology, Sydney	Limited impact research	16/08/2006	n/a

* There is no requirement to specify an expiry date for accreditations (other than TUMRAs), however an accreditation requires review if a new zoning plan for the marine park, to which it applies, is made.

** The Girringun Aboriginal Corporation applied for an extension of this TUMRA to 14/07/2017. The existing TUMRA remains in effect until a new TUMRA is issued.

Glossary

Term	Definition
Building Active Communities Workshops	Free workshops to increase the skills and knowledge of community sport and recreation volunteers such as committee members, coaches, team managers, officials and administrators across a wide range of on-field (e.g. Strength and Conditioning, Athlete Recovery) and off-field (e.g. governance, financial management) topics.
Challenge, Achievement and Pathways in Sport (CAPS) program	A program to increase the number of, and participation by, young volunteers within sporting organisations.
Crown-of-thorns starfish	A marine invertebrate that feeds on coral and is native to the coral reefs in the Indo-Pacific region. When conditions are right for the crown-of-thorns starfish to multiply, they can reach plague proportions and devastate the hard coral population on affected reefs.
DestinationQ	A partnership between the Queensland Government and the tourism industry that aims to double visitor expenditure by 2020.
Ecotourism	Ecologically sustainable tourism with a primary focus on experiencing natural areas that fosters environmental and cultural understanding, appreciation and conservation.
Declared Fish Habitat Area (FHA)	Fish habitat areas (FHAs) aim to ensure fishing for the future by protecting the key inshore and estuaries fish habitats that are essential to sustaining our fisheries. While declared FHAs protect these key fish habitats from physical disturbance associated with coastal development, community access and use such as legal fishing and boating are allowed and encouraged.
<i>Get in the Game</i>	A suite of programs which support sport and recreation at the grassroots level. <i>Get in the Game</i> assists clubs to increase their membership and to improve club facilities.
<i>Get Out, Get Active</i>	The <i>Get Out, Get Active</i> program provides funding for projects that will deliver community-based sport and active recreation activities that increase opportunities for participation by women and girls who are either inactive, or would otherwise benefit from further participation.
GROW	An app developed as part of the <i>Nature Play</i> program. It focusses on children aged 0–3 and provides parents with activity ideas that link a child's development milestones to being outdoors.
Indigenous land use agreements	An agreement made with native title parties under the Commonwealth <i>Native Title Act 1993</i> .
Indigenous Community Sport and Recreation Program	A program that provides funding to support the delivery of sport and recreation services to identified Indigenous communities across Queensland.
International Organization for Standardization	An information security standard published by the International Organization for Standardization (ISO) and by the International Electrotechnical Commission (IEC).
Management plans	Statutory documents prepared by the minister that provide an important source of clear management direction and priority actions for QPWS-managed areas. Management plans require public consultation and, in the case of national park (Cape York Peninsula Aboriginal land) or an Indigenous joint management area, must be prepared jointly with relevant Indigenous landholders.
Management statements	Simple expression of management intent for an area. Depending on the protected area, a management statement can be prepared without public consultation, with approval of the chief executive, by gazette notice.
Marine park	Marine parks are large multiple use areas set aside to provide for the conservation of the marine environment. Marine parks provide for a range of tourism, recreational and tourism pursuits while also supporting conservation initiatives. Marine parks may contain a number

Term	Definition
	of different protection zones to protect habitats including mangrove wetlands, seagrass beds, mudflats, sandbanks, beaches, rocky outcrops and fringing reefs.
Medal of the Order of Australia	In the Australian honours system, appointments to the Order of Australia confer recognition for outstanding achievement and service. The Medal of the Order of Australia is awarded for service worthy of particular recognition.
National park	National parks are large natural or near natural areas set aside to protect large-scale ecological processes, along with the complement of species and ecosystems characteristic of the area, which also provide a foundation for environmentally and culturally compatible spiritual, scientific, educational, recreational and visitor opportunities. The primary objective of a national park is to protect natural biodiversity along with its underlying ecological structure and supporting environmental processes, and to promote education and recreation.
<i>Nature Play Qld</i>	An initiative to increase the time Queensland children spend in unstructured play outdoors and in nature.
Park and forest estate	Includes national parks and other State owned reserves (excluding nature refuges) dedicated (or proposed for dedication) under the <i>Nature Conservation Act 1992</i> as well as State forests and timber reserves declared under the <i>Forestry Act 1959</i> .
Public interest disclosure	A disclosure of information to a proper authority relating to possible inappropriate behaviour by public officers, maladministration, substantial danger to public health or safety (including of a disabled person) and/or substantial danger to the environment. Public interest disclosures can be made by either members of the public or public officers, under the conditions in sections 12 and 13 of the <i>Public Interest Disclosure Act 2010</i> respectively.
Protected area	Land and sea areas dedicated as protected areas under the <i>Nature Conservation Act 1992</i> , State and Commonwealth marine parks acts, and the <i>Fisheries Act 1994</i> .
Queensland Academy of Sport	An initiative of the Queensland Government aimed at supporting the State' elite and identified developing athletes.
QuEST policy	The Queensland Eco and Sustainable Tourism policy is a policy framework for ecotourism operators accessing high visitation national parks. QuEST provides business certainty, best practice standards, support for authorised operators, opportunities for growth and streamlined administration.
Ranger Development Framework	A workforce development program to develop clear career pathways and capabilities for rangers, including recruitment and selection procedures review, training and development.
Senior Executive Service	Officers within the Queensland Public Service who are appointed to support the chief executive to deliver the government's agenda. Their employment conditions are defined by a Directive of the Public Service Commission.
Stakeholders	Individuals, groups or organisations with a specific interest in and/or influence on the work of the department.
<i>Start Playing, Stay Playing</i>	A report released by the Ministerial Advisory Committee on Women and Girls in Sport and Recreation. The report provided recommendations to promote lifelong participation in sport and recreational activities.
Sports Houses	Affordable office accommodation provided to regional and State sport and recreation tenants at Queensland Government Sports Houses to assist with achieving sport and recreation outcomes across Queensland.
Torres Strait Community Sport and Recreation Program	A program that provides funding to support the delivery of sport and recreation services to identified Torres Strait communities across Queensland.
Traditional owners	Aboriginal and Torres Strait Islander people with a particular connection and relationship to

Term	Definition
	land or water and who have cultural and traditional obligations and custodial responsibility.
Union Cycliste Internationale (UCI)	The world governing body for the sport of cycling. The UCI oversees international competitive cycling events and also has responsibility for racing licences, disciplinary matters, classification of races and the points ranking systems in various cycling disciplines including mountain biking, road and track cycling for both men and women, amateur and professional.
Voluntourism	A program that recruits travellers to undertake voluntary work to help communities or the environment in the places they are visiting
World Heritage Area	World Heritage sites are places that are important to and belong to everyone, irrespective of where they are located. They have universal value that transcends the value they hold for a particular nation. Sites, areas or structures recognised as being of outstanding international importance are nominated to and designated by the World Heritage Convention within the United Nations Educational, Scientific and Cultural Organisation (UNESCO).

Acronyms

Acronym	Explanation
AS/NZS	Australian Standard/New Zealand Standard
BACW	Building Active Communities Workshops
BCP	Business and Corporate Partnership
CALD	culturally and linguistically diverse backgrounds
CCC	Crime and Corruption Commission
CEO	Chief Executive Officer
CFO	Chief Finance Officer
CYPAL	Cape York Peninsula Aboriginal Land
eDRMS	electronic document and records management system
EMB	Executive Management Board
EOI	expression of interest
FHA	fish habitat area
FTE	full-time equivalent
GAQAP	Get Active Queensland Accreditation Program
GBRMPA	Great Barrier Reef Marine Park Authority
GIS	geographic information system
ICT	information and communications technology
ILUA	Indigenous Land Use Agreement
IP Act	<i>Information Privacy Act 2009</i>
LTIR	lost time injury and illness rate
NCA	<i>Nature Conservation Act 1992</i>
NPSR	Department of National Parks, Sport and Racing
OAM	Medal of the Order of Australia
P&DP	Performance and Development Plan
PSC	Public Service Commission
QAO	Queensland Audit Office
QAS	Queensland Academy of Sport
QFES	Queensland Fire and Emergency Services
QPWS	Queensland Parks and Wildlife Service

Acronym	Explanation
QuEST	Queensland Eco and Sustainable Tourism policy
QYAC	Quandamooka Yoolooburrabee Aboriginal Corporation
RDF	Ranger Development Framework
RTI Act	<i>Right to Information Act 2009</i>
SES	Senior Executive Service
TAFE	Technical and Further Education
UCI	Union Cycliste Internationale

Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer or statutory body to the relevant Minister/s 	ARRs – section 8	Page 1
Accessibility	<ul style="list-style-type: none"> Table of contents Glossary 	ARRs – section 10.1	Pages iii-iv Pages 74-76
	<ul style="list-style-type: none"> Public availability 	ARRs – section 10.2	Inside front cover
	<ul style="list-style-type: none"> Interpreter service statement 	<i>Queensland Government Language Services Policy</i> ARRs – section 10.3	Inside front cover
	<ul style="list-style-type: none"> Copyright notice 	<i>Copyright Act 1968</i> ARRs – section 10.4	Inside front cover
	<ul style="list-style-type: none"> Information Licensing 	<i>QGEA – Information Licensing</i> ARRs – section 10.5	Inside front cover
General information	<ul style="list-style-type: none"> Introductory Information 	ARRs – section 11.1	Pages 2-3
	<ul style="list-style-type: none"> Agency role and main functions 	ARRs – section 11.2	Page 4
	<ul style="list-style-type: none"> Operating environment 	ARRs – section 11.3	Pages 5-7
Non-financial performance	<ul style="list-style-type: none"> Government's objectives for the community 	ARRs – section 12.1	Page 7
	<ul style="list-style-type: none"> Other whole-of-government plans / specific initiatives 	ARRs – section 12.2	Pages 19-41
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 12.3	Pages 19-41
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 12.4	Pages 4, 19-38
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 13.1	Pages 14-18
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 14.1	Page 10
	<ul style="list-style-type: none"> Executive management 	ARRs – section 14.2	Pages 8-9, 48-51
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 14.3	Pages 59-64
	<ul style="list-style-type: none"> <i>Public Sector Ethics Act 1994</i> 	<i>Public Sector Ethics Act 1994</i> ARRs – section 14.4	Pages 48, 54-55
	<ul style="list-style-type: none"> Queensland public service values 	ARRs – section 14.5	Page 7
Governance – risk management and accountability	<ul style="list-style-type: none"> Risk management 	ARRs – section 15.1	Page 52
	<ul style="list-style-type: none"> Audit committee 	ARRs – section 15.2	Page 49
	<ul style="list-style-type: none"> Internal audit 	ARRs – section 15.3	Pages 52-53
	<ul style="list-style-type: none"> External scrutiny 	ARRs – section 15.4	Page 65

Summary of requirement		Basis for requirement	Annual report reference
	<ul style="list-style-type: none"> • Information systems and recordkeeping 	ARRs – section 15.5	Page 54
Governance – human resources	<ul style="list-style-type: none"> • Workforce planning and performance 	ARRs – section 16.1	Pages 44-46
	<ul style="list-style-type: none"> • Early retirement, redundancy and retrenchment 	Directive No.11/12 <i>Early Retirement, Redundancy and Retrenchment</i> Directive No.16/16 <i>Early Retirement, Redundancy and Retrenchment</i> (from 20 May 2016) ARRs – section 16.2	Page 47
Open Data	<ul style="list-style-type: none"> • Consultancies 	ARRs – section 17 ARRs – section 34.1	Page 66 Datasets available on Open Data website
	<ul style="list-style-type: none"> • Overseas travel 	ARRs – section 17 ARRs – section 34.2	Page 66 Datasets available on Open Data website
	<ul style="list-style-type: none"> • Queensland Language Services Policy 	ARRs – section 17 ARRs – section 34.3	Page 66 Datasets available on Open Data website
Financial statements	<ul style="list-style-type: none"> • Certification of financial statements 	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.1	Provided electronically
	<ul style="list-style-type: none"> • Independent Auditor’s Report 	FAA – section 62 FPMS – section 50 ARRs – section 18.2	Provided electronically

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2009*

ARRs *Annual report requirements for Queensland Government agencies*

Financial statements

Provided electronically

