

# ANNUAL REPORT 2016–2017



## Purpose of the report

This annual report provides information about the financial and non-financial performance of the Department of National Parks, Sport and Racing for 2016-17. It has been prepared in accordance with the *Financial Accountability Act 2009* and records the significant achievements against the strategies and services detailed in the Department of National Parks, Sport and Racing Strategic Plan 2016-2020 and 2016-17 Service Delivery Statement.

## Public availability

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12 September 2017

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 2016–17 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 pages 88-89 of this Annual Report.

Yours sincerely

*T.A.O'Shea .*

Tamara O’Shea  
**Director-General**

## Message from the Director-General

The Department of National Parks, Sport and Racing (NPSR) is committed to enriching and connecting Queenslanders' lives through healthy parks and active lifestyles.

NPSR's 2016-17 annual report outlines how the department worked towards this vision in the past 12 months, chiefly by managing national parks and their use and enjoyment; encouraging active lifestyles by providing recreational and sporting opportunities; and regulating the state's racing industry.

I am pleased to report great progress was made in 2016-17 in building a diverse and effective protected area system through a new Protected Area Strategy. Developed in partnership with the Department of Environment and Heritage Protection and released for public consultation in early 2017, the strategy outlines Queensland's management approach to, and goals for, its terrestrial protected areas—which currently cover close to 8% of the state.

In 2016-17 the department also continued to deliver significant infrastructure to support parks and forests conservation and visitor experiences, and partnered with more than 150 volunteer community organisations to deliver a range of important activities—from marine animal stranding response through to pest management.

The Great Barrier Reef Joint Field Management Program undertaken with our partners delivered strong outcomes in the past 12 months. For example, work through the program has helped to mitigate key threats to the Great Barrier Reef and national park islands, and delivered a range of conservation and compliance actions including responding to coral bleaching and Tropical Cyclone Debbie (TC Debbie).

TC Debbie and its associated extreme weather events caused damage across the state in 2016-17, and more than 200 impacted parks and forests were re-opened within three months of the event thanks to the work of the department.

The department also implemented a smoking ban in national parks—a milestone for Queensland—and declared two new Fish Habitat Areas for the state.

For sport and recreation, the department continued to support grassroots sport and recreation clubs through the Get in the Game

initiative and also launched the State Development Program. The State Development Program provides funding for state-level organisations to increase Queenslanders' participation in sport and recreation and for special initiatives to increase Indigenous sport participation, regional championships and strategic projects.

And, in response to TC Debbie, the Sport and Recreation Disaster Recovery Program assisted not-for-profit organisations to re-establish their facilities and activities.

Achievements in the area of racing on the other hand include the department administering and reviewing legislation in the industry, and providing funding to support country racing.

Overall, I am proud of the department's work and what has been delivered for Queenslanders in this past year, and I am looking forward to continuing to deliver on programs and services that support our vision in 2017-18.

In the next 12 months, the department will focus on progressing the Protected Area Strategy, and also delivering joint national park management arrangements with Traditional Owners in the North Stradbroke Island area, and on Cape York Peninsula Aboriginal land national parks.

Revitalising national parks in Queensland, improving park management, and enhancing nature-based recreational opportunities will be a priority and a significant program of work. The aim of this is to protect the natural and cultural values of the state's national parks and maintain the breadth and quality of visitor experiences.

The department plays an important role in implementing actions under the Australian and Queensland governments' Reef 2050 Long-Term Sustainability Plan, and will continue its contribution through activities such as the Raine Island recovery project.

Proposals for ecotourism facilities in protected areas as part of the Queensland Ecotourism Plan will be progressed in 2017-18. The department will also progress significant regional infrastructure projects and work towards completing stage one of the Daisy Hill Koala Bushland Action Plan, to make important improvements for the Gold Coast 2018 Commonwealth Games.

In sport and recreation, Queensland athletes will be supported through the Queensland Academy of Sport in their preparations for the Commonwealth Games. The department will also continue to deliver its Get in the Game initiative, and will also release a new Female Facilities program to support increased sport participation by women and girls.

Work in supporting Queensland's racing industry will be similarly as busy. For example, the department will implement revised policy and governance arrangements for industry, and provide funding for key programs and critical racing infrastructure projects.

In conclusion, 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.

*T.A. O'Shea .*

Tamara O'Shea  
**Director-General**

# Our organisation

## Our department

The Department of National Parks, Sport and Racing (NPSR) manages national parks and their use by all visitors; encourages Queenslanders to take up active lifestyles by providing opportunities for recreational and sporting activities; and provides policy advice and administers funding to support a strong and sustainable racing industry.

The department 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. On 1 September 2016 Administrative Arrangements Order (No. 1) 2016, moved the administration of the racing portfolio's integrity and animal welfare interests, under the *Racing Integrity Act 2016*, to Queensland Treasury, while the department retained oversight of the *Racing Act 2002*.

This report details the activities and achievements of the department during the reporting period of 1 July 2016 to 30 June 2017 and outlines its direction and financial position for the year.

## Our vision and purpose

The department's vision is for Queenslanders to be enriched and connected through healthy parks and active lifestyles.

Its 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
- supporting the Queensland racing industry.

## Our service areas

The department has three service areas working towards this purpose.

### **National Parks**

National Parks focuses on managing parks and forests to sustain natural and cultural values, building environmental resilience to ensure healthy species and ecosystems, and facilitating ecotourism, recreation and heritage experiences in marine and terrestrial environments.

This is achieved through:

- conserving natural and cultural values on parks and forests, including through fire, pest and weed management
- facilitating ecotourism, recreation and heritage experiences within parks and forests, including building and maintaining visitor and nature based tourism infrastructure
- providing protected area services with Traditional Owners including implementing Indigenous management 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 joint field management in the Great Barrier Reef in partnership with the Australian Government.

### **Sport and Recreation**

Sport and Recreation focuses on supporting and encouraging active participation in physical activity. This is achieved through:

- developing and delivering a suite of funding programs to support community and industry sport and active recreation needs
- providing education and training programs that contribute to building the capacity of the sport and recreation sector
- using new technologies to assist in planning future sport and active recreation needs across Queensland
- managing purpose-built sport and active recreation facilities, including the Queensland Recreation Centres
- developing and supporting elite athletes at the Queensland Academy of Sport.

## Racing

Racing focuses on administering the *Racing Act 2002* and managing programs to support the Queensland racing industry.

This is achieved through:

- providing policy advice to the Minister for Racing
- administering funding programs to support country racing, the operation of training tracks and the delivery of racing infrastructure.

Following the commencement of the *Racing Integrity Act 2016* on 1 July 2016, the independent Queensland Racing Integrity Commission (QRIC) became responsible for ensuring the integrity of the Queensland animal racing industry.

The Racing service excludes QRIC and Racing Queensland, which are separate statutory bodies.

Queensland Treasury administers the *Racing Integrity Act 2016*, under which QRIC is established.

The department administers the *Racing Act 2002*, which establishes Racing Queensland.

## Our strategic direction

During 2016–17, 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 legislative and policy framework for racing which meets the expectations of the community.
- A capable and streamlined, customer-centric organisation.

## Our clients

The department's clients include people who visit Queensland's national parks and forests, take part in sport and active recreation, and attend thoroughbred, harness and greyhound racing events, as well as those businesses, clubs and organisations within the

conservation, tourism, sport and recreation, and racing sectors.

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, Aboriginal and Torres Strait Islander people, 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 Traditional Owners, clients and other interested parties, and to receive feedback and suggestions about its activities, management and direction.

## Our operating environment

During the reporting period, the department identified the following opportunities and challenges which influenced 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**

Queensland's changing climate presents a significant threat to Queensland's parks and forests and its biodiversity. Climate change projections show that Queensland is likely to experience increasing average temperatures and extreme temperature events, increasing likelihood of drought, more intense tropical cyclones, more extreme fire behaviour, and rising sea temperatures. This will likely place increasing pressure on the department as it seeks to maintain natural and cultural values in Queensland's land and sea protected areas.

In recent years Queensland has seen coral bleaching on the Great Barrier Reef, mangrove die-back in Cape York, cassowary population decline due to defoliation caused by tropical cyclone Yasi 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.

QPWS's 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 size of the protected area estate poses a further challenge to the department in mitigating wildfire threats to life, property and biodiversity.

### ***Technology and innovation***

Visitors and customers of Queensland's parks and forests have expressed the need for improved access to the department's online services.

In 2016–17, 13 free public Wi-Fi hotspots were provided in key locations to provide independent travellers with access to up-to-date information and assist them with their travel plans.

The National Park Booking Service was also enhanced to include customer satisfaction monitoring.

The department's internal fire management system (FLAME) was enhanced to support burn planning and wildfire response and incorporate pest management. Additional priority technology work includes asset and permit management solutions.

Technology is impacting on Queenslanders' physical activity time, as it competes for their leisure time. Adults are more active now than they have been in the past 10 years, with 61% achieving the recommended level of physical activity in 2016.<sup>1</sup> However, many school-aged children still undertake no, or very little, regular physical activity. Approximately 44% of 5–17 year olds are active on a daily basis, with the same number exceeding the recommended

screen time limits.<sup>2</sup>

To increase Queenslanders' participation and lifelong participation in physical activity the department's programs aim 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.

Technology is also introducing extensive change to the wagering market, which supports Queensland's racing industry. Mobile and internet access enables punters to place wagers without attending race courses or retail outlets, while also elevating competition by giving access to a wider range of wagering products including those of other jurisdictions.

### ***Demographic factors, including generational and cultural changes and increasing urbanisation***

The way people are staying physically active has changed over time with a greater choice of activity and differing delivery mechanisms. While organised sport remains popular, active recreation-based physical activity is on the rise.

The 2013 CSIRO Megatrends report<sup>3</sup> 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.

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<sup>2</sup> Queensland Health 2016, '*The Health of Queenslanders 2016*', p. 93  
[https://www.health.qld.gov.au/\\_\\_data/assets/pdf\\_file/0017/537101/cho-report-complete.pdf](https://www.health.qld.gov.au/__data/assets/pdf_file/0017/537101/cho-report-complete.pdf) accessed June 2017

<sup>3</sup> CSIRO, 2013, 'The Future of Australian Sport – Megatrends shaping the sports sector over coming decades', <https://doi.org/10.4225/08/584af378bffe1> accessed July 2017

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<sup>1</sup> Queensland Health 2016, '*The health of Queenslanders 2016*', p. 93  
[https://www.health.qld.gov.au/\\_\\_data/assets/pdf\\_file/0017/537101/cho-report-complete.pdf](https://www.health.qld.gov.au/__data/assets/pdf_file/0017/537101/cho-report-complete.pdf), accessed June 2017

This is especially important as Queensland health data shows that 40% of women do not undertake enough physical activity to derive a health benefit. This type of data continues to drive departmental priorities including the continued support for Start Playing Stay Playing (including the Join the Movement campaign) encouraging women and girls to be active for life.

Recent trends in sport participation show that for some young people, the provision of sport participation opportunities is a key motivator to remain physically active. Availability of facilities and sites is on the rise, as is the quantity of flexible options through which people can engage in sports. There is also increased anticipation ahead of the start of the upcoming Commonwealth Games in 2018. As a result, Queenslanders are showing increased general interest in fitness and participating in physical activities.

This is also true of high frequency sports participants, who report being more motivated to continue participating in sports because of the impending 2018 Winter Olympic Games in South Korea.

Queensland continues to have a unique opportunity to leverage these motivators to encourage greater participation and expand its 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.

The Queensland national parks visitor engagement initiatives, developed in consultation with the tourism industry, will continue to play a role in increasing visitation to, community awareness of, and partner support for, protected areas and their management. Targeted channel management strategies play a key role in attracting diverse market sectors, with a focus on digital engagement to attract and retain younger generations.

Queensland's national parks attract more than 50 million domestic and about 8 million international visitors each year. The growth in their popularity is highlighted by the 12% increase in camping permit numbers over the past three years.

Although visitation is influenced by extreme weather events and global economic trends, continued growth will deliver an increasing

revenue stream. However, such growth would also place 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 more than 13 million hectares of terrestrial reserves, which encompasses almost 8% of Queensland's land area. The estate includes 72,000km<sup>2</sup> of state marine parks; 348,000km<sup>2</sup> of the Great Barrier Reef Marine Park; and 12,000km<sup>2</sup> of declared fish habitat areas. It is also responsible for protecting the state's most precious landscapes, ecosystems and species.

The Queensland Government has an objective to move towards a target of 17% terrestrial protected area coverage in line with the United Nations Convention on Biological Diversity targets. The department received additional funding of \$35.9 million over four years (2016–17 to 2019–20) to support the management of 700,000 hectares of new dedications in Cape York and new parks across the state.

Traditional Owners have freehold ownership and statutory joint management responsibilities of an estimated 21% of Queensland's protected areas (approximately 2.07 million hectares). While joint management brings significant benefits to the department, Traditional Owners and Aboriginal and Torres Strait Islander communities, it also adds to the complexity, time and resourcing needed for capital and operational programs.

Outside of the formal joint management areas of Cape York Peninsula and North Stradbroke Island, a variety of cooperative and collaborative management arrangements with Traditional Owners are in place across the state.

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.

Changes to the eligibility criteria for Natural Disaster Relief and Recovery Arrangements (NDRRA) funding in recent years has restricted what the department can seek reimbursement for following natural disasters. By their very nature, disasters are hard to plan

for, with recovery and restoration bills reaching as high as \$15 million in some years and immaterial in others. Budget measures are in place to protect against the financial burden of disasters as much as possible, with processes in place to seek further funding should a disaster exceed the financial capacity of the department (the NDRRA is one of these).

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 and maintains natural values.

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 and that our children will learn and develop healthy 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.

Innovation and gaining maximum benefit from existing resources needs to be an underlying principle in order to provide Queensland-focussed 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; 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 to Queensland Government objectives**

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 sustainable ecotourism experiences; supporting partnerships with Traditional Owners for services on protected areas; building and maintaining park management, visitor and tourism infrastructure; working with industry partners and the community to improve job opportunities in sport and recreation; supporting local sport and recreation infrastructure and participation opportunities; and administering programs to support the racing industry.
- **Delivering quality frontline services** by providing customer-focused parks and forests booking systems; streamlining permits; providing safe, sustainable, enjoyable visitor experiences in both national parks and departmentally owned sport and recreation venues; and providing programs and workshops to encourage all Queenslanders to be more physically active.
- **Protecting the environment** by managing parks and forests to sustain natural and cultural values and build environmental resilience, in partnership with Traditional Owners and other organisations; and protecting and maintaining marine and island ecosystems through the Great Barrier Reef Joint Field Management Program.
- **Building safe, caring and connected communities** by engaging with Traditional Owners and the community in managing

parks and forests; disaster preparedness and recovery; supporting the sport and recreation community across all regions to enhance participation, particularly for children and young people, disadvantaged groups and women and girls; optimising performance of elite athletes and coaches; and supporting country racing.

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.

## 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 department's Strategic Plan; Corporate Governance Framework; and the work of its sub-committees. The EMB met on a regular basis in 2016–17 and reviewed the department's strategic direction, examined strategic issues in depth, and considered Cabinet business.

As at 30 June 2017, 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 Director-General, 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 the department'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 parks and forests in partnership with Traditional Owners, protecting natural and cultural values and providing nature based tourism opportunities. He is also responsible for the operational delivery of the Great Barrier Reef Joint Field Management Program, in partnership with the Australian Government, to protect and maintain the marine and island ecosystems of the Great Barrier Reef.

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 fellow of CPA Australia.

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

Richard was responsible for leading the strategic direction of the department's investment in the Sport and Active Recreation industry. This included grant programs covering individual participants through to State Level Organisations, infrastructure development, improved planning processes through new technology and training programs for clubs and individuals which all contribute to building the capability and capacity of the Sport and Active Recreation industry.

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.

\*Richard Watson left the department on 23 June 2017. The Acting Deputy Director General from 26-30 June 2017 was Aaron Broughton. The EMB did not meet in this period.

**Wade Oestreich**  
**Deputy Director-General, Strategic Policy and Racing Industry Governance**

Wade is responsible for leading the department's strategic enabling functions, including policy development, Indigenous engagement, research coordination, program evaluation and statutory body governance.

In his previous role, Wade was the Executive Director of the Office of Racing, where he led the Racing Industry Reform Program—a series of financial, regulatory and organisational reforms designed to improve integrity and animal welfare standards in the racing industry, and improve the financial performance of the industry in Queensland.

Wade has extensive experience in public policy and operational delivery across a diverse range of portfolio areas, including the environment, climate change, energy, and indigenous engagement.

**Rob Lawrence**  
**Deputy Director-General, Corporate Services**

Rob is responsible for leading the delivery of corporate services within the department under the Business and Corporate Partnership model. These services include finance, asset management, human resources, corporate communications and governance and strategy including the delivery and performance of procurement services, Right to Information, privacy and internal audit functions across multiple departments.

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

and governance frameworks. These services enable the six government departments to embed good governance and meet their legislative obligations.

**Brad Lang**  
**Chief Finance Officer**

Brad provides strategic leadership on the financial management of the department. This includes managing financial risk, establishing and maintaining strong budget, financial accounting and asset management frameworks and providing strategic financial advice.

Brad has more than 20 years' experience in finance roles in the Queensland Government including two years as Chief Financial Officer with the Department of Environment and Heritage Protection. He was responsible for the annual budget and financial management and reporting and has led a number of organisational and operational change projects.

Brad is a member of CPA Australia and has a Bachelor of Business from Queensland University of Technology and a Bachelor of Arts from the University of Queensland.

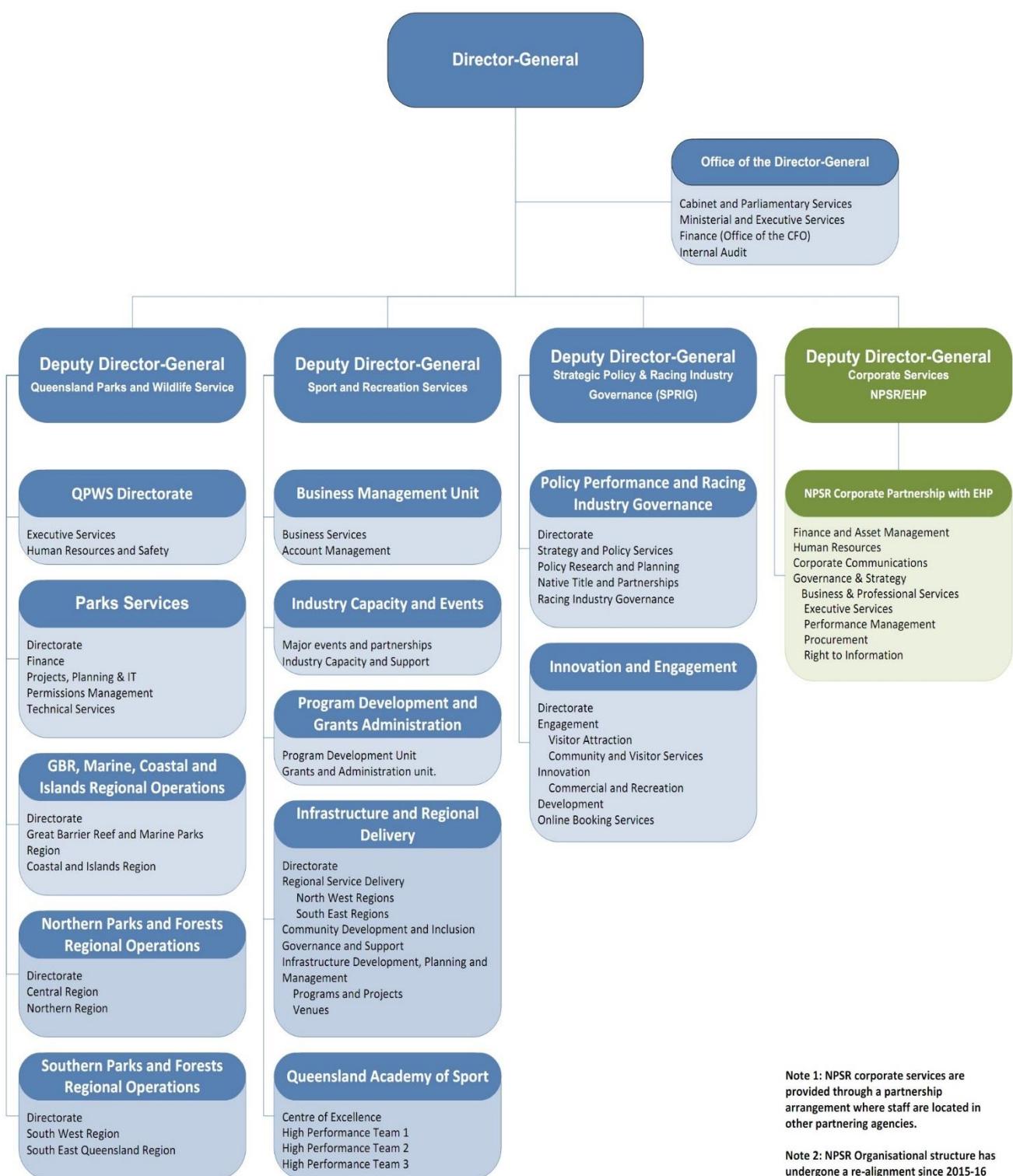
**Peter Tones**  
**Director, Office of the Director-General**

Peter provides advice to the Director-General on public administration and departmental policy matters. He is responsible for overseeing critical governance frameworks and ensuring their alignment with the department's strategic objectives.

Peter has more than 25 years' experience in social policy development across a range of areas including Indigenous child safety policy and programs, state and national disability policy including Queensland's contribution to the design of the National Disability Insurance Scheme. He was also involved in the reform work post Royal Commission into Aboriginal Deaths in Custody.

Peter holds a degree from the University of Queensland and has undertaken post graduate study in clinical and organisational psychology.

# Organisational structure



## The year at a glance

### National Parks

- Released the draft Protected Area Strategy, in partnership with the Department of Environment and Heritage Protection, for public consultation in early 2017. The strategy aims to expand and effectively manage the state's protected area system.
- Implemented the new online booking service for camping and vehicle access permits to improve customer experience.
- Mitigated key threats to the Great Barrier Reef and national park islands, delivering \$12.8 million in conservation and compliance actions as part of the \$17.2 million, jointly funded State-Commonwealth Great Barrier Reef Joint Field Management Program. Actions included responses to coral bleaching and Tropical Cyclone Debbie.
- Progressed the Naree Budjung Djara National Park and Peel Island joint management arrangements with the Quandamooka Yoolooburrabee Aboriginal Corporation.
- Delivered more than \$24.2 million in infrastructure and plant and equipment to support parks and forests conservation and visitor experiences. This included improved park access at Blackdown Tablelands, Capricorn Coast, Chillagoe-Mungana, Conondale, Fort Lytton and Girramay national parks, and visitor facility and amenity upgrades for Peach Trees camping and day use area in Jimna State Forest, Kalpowar Crossing camping area in Rinyirru (Lakefield) National Park (Cape York Peninsula Aboriginal land), Dandabah day use area and information centre in Bunya Mountains National Park, Redrock camping area in Byfield State Forest and the coastal walking track in Noosa National Park.
- Partnered with more than 150 volunteer community organisations to deliver a range of activities including pest management, revegetation, research, interpretation, track maintenance, marine animal stranding response and campground hosting. More than 970 registered volunteers contributed an estimated 96,000 hours (approximately 12,000 days) of time.
- Committed nearly \$9 million to deliver fire management and \$8.4 million on pest management, including more than \$900,000 for the Strategic Pest Management Program initiatives.
- Upgraded and maintained high priority urban interface fire lines in key locations throughout South East Queensland.
- Responded to Tropical Cyclone Debbie and associated extreme weather events, and re-opened over 200 of the 223 affected parks and forests within three months of the event.
- Progressed Queensland Ecotourism Plan initiatives, 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.
- Continued to progress protected area management frameworks, including management planning instruments, management effectiveness evaluation, and levels of service.
- Continued to deliver the Accredited Training Program for QPWS rangers, which aligns with national Conservation and Land Management (CLM) Qualification framework.
- Implemented smoking bans within 10 metres of specified visitor facilities and campsites in national parks as part of a broader Queensland Health initiative to reduce the impacts of smoking in the community.
- Finalised and released directions paper for Daisy Hill Koala Bushland, after extensive public consultation, and delivered a 10 year set of priority directions.
- Declared two new Fish Habitat Areas (FHA) at Calliope River (Gladstone) and Leekes Creek (Great Keppel Island), and significantly expanded the existing Fitzroy River declared FHA (Rockhampton) to include Balaclava Island and surrounding wetlands.
- Worked with Traditional Owners in developing Protected Area Indigenous Land Use Agreements in supporting native title claim settlements. Partnered with Traditional Owners in the management of protected areas.

### Sport and Recreation

- Continued 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:
  - \$6.4 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.
- \$10 million for *Get Playing Places and Spaces* for new or upgraded sport and active recreation facility projects.
- \$16 million for *Get Playing Plus* for major new or upgraded sport and active recreation places and spaces.
- Launched the State Development Program, which provides \$32 million in funding for 77 sport and active recreation organisations to increase Queenslanders' participation in sport and recreation and for special initiatives to increase Indigenous sport participation, regional championships and strategic projects.
- Provided \$1.5 million in funding to assist 24 local governments and sporting clubs develop and plan for future infrastructure needs.
- Hosted 85,521 visitors at Queensland Recreation Centres, with 45,579 staying for one night or more.
- Provided elite athlete training and support to 149 Queensland athletes who competed at the 2016 Olympic and Paralympic Games.
- Commenced targeted stakeholder consultation to identify the impacts, costs and benefits of various management options to improve the health and safety of participants in high risk combat sports.

### Racing

- Administered and reviewed legislation to ensure it addressed contemporary developments in the racing industry.
- Provided funding of \$6 million (of \$21 million over four years) to support country racing.
- Released funding of \$2 million through the Training Track Subsidy Scheme to assist thoroughbred race clubs maintain training facilities throughout Queensland.
- Continued to administer funding to support critical racing infrastructure projects under the Racing Infrastructure Fund.

## Looking ahead to 2017–18

In 2017–18, the department's focus will include the following priorities:

- Progress a long-term Protected Area Strategy for the acquisition and management of the protected area estate in partnership with the Department of Environment and Heritage Protection.
- Improve customer experience in the online booking service by introducing tours and attraction ticketing for QPWS managed venues.
- Deliver joint management arrangements with Traditional Owners in the North Stradbroke Island area, including Naree Budjong Djara National Park, and on Cape York Peninsula Aboriginal land national parks.
- Contribute to the Reef 2050 Long-Term Sustainability Plan actions, including the Raine Island recovery project.
- Work with the Australian Government to develop a sustainable forward funding framework to the Great Barrier Reef Field Management Program.
- Progress proposals for ecotourism facilities protected areas as part of the Queensland Ecotourism Plan.
- Expand the public mooring and reef protection program in the Great Barrier Reef, as part of the Significant Regional Infrastructure Program Projects.
- Revitalise and enhance critical infrastructure including nature based tourism opportunities to protect the natural and cultural values of the state's national parks and maintain the breadth and quality of visitor experiences.
- Progress protected area management frameworks, including management planning instruments, management effectiveness evaluation, and levels of service.
- Build stronger relationship and engagement frameworks to cater for Traditional Owners' participation in protected areas management.
- Ensure appropriate legislation and policy is in place to support the management of marine and terrestrial protected areas.
- Complete the five yearly assessment of the declared Fish Habitat Area network.
- Continue to prepare the ex-HMAS Tobruk to become a premier regional tourism dive destination for the Wide Bay area.
- Continue the development of an integrated permit solution for parks and forests.
- Deliver management capability including planning

instruments, rangers and infrastructure in newly dedicated national parks.

- Complete stage one of the Daisy Hill Koala Bushland Action Plan, to make improvements in preparation for the 2018 Commonwealth Games.
- Work with local councils and tourism industry partners to develop a detailed management plan and visitor management strategy for the Koala Bushland.
- Contribute to government and industry initiatives to maximise opportunities for Queensland before, during, and after the 2018 Commonwealth Games.
- Partner with industry and the community to develop outdoor recreation opportunities, including visitor experiences, and to promote active recreation, tourism and economic benefits throughout regional Queensland.
- Support grassroots sport and recreation clubs participation through the Get in the Game programs: *Get Started Vouchers*, *Get Going Clubs* and *Get Playing Places*.
- Release a new Female Facilities program to support increased participation by women and girls by delivering new and improved change rooms across Queensland.
- Deliver the *Start Playing, Stay Playing* initiative to promote and encourage women and girls to be active in sport and recreation.
- Work with industry, partners and the community to deliver quality sport and recreation services and to increase participation in sport and recreation by all Queenslanders, including children and young people, and Indigenous people.
- Support the planning and delivery of fit-for-purpose sport and recreation infrastructure across local, regional and remote communities.
- Support Queensland athletes through the Queensland Academy of Sport in their preparations for the 2018 Gold Coast Commonwealth Games.
- Develop options to improve safety in combat sports contests.
- Increase community use of schools for sport and recreation in partnership with the Department of Education and Training.
- Implement revised policy and governance arrangements for the racing industry.
- Provide funding for the Country Racing Support Program and the Training Track Subsidy Scheme.
- Administer funding for critical racing infrastructure projects.

## Our finances

### Financial highlights

The Department reported a 2016-17 Operating Deficit of \$27.3 million predominantly driven by a net revaluation decrement (\$31.7 million), land transfers to external entities (\$8.8 million) and the timing of revenue contributions to fund future program costs.

As the department is predominantly funded through appropriation, a surplus or deficit is not necessarily indicative of an operational profit or loss but is primarily related to either the timing of received external grant revenues compared to the expenditure they fund, or the impact of revaluation of the department's property, plant and equipment.

### 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. An extract has been included below for ease of reference.

#### Statement of Comprehensive Income

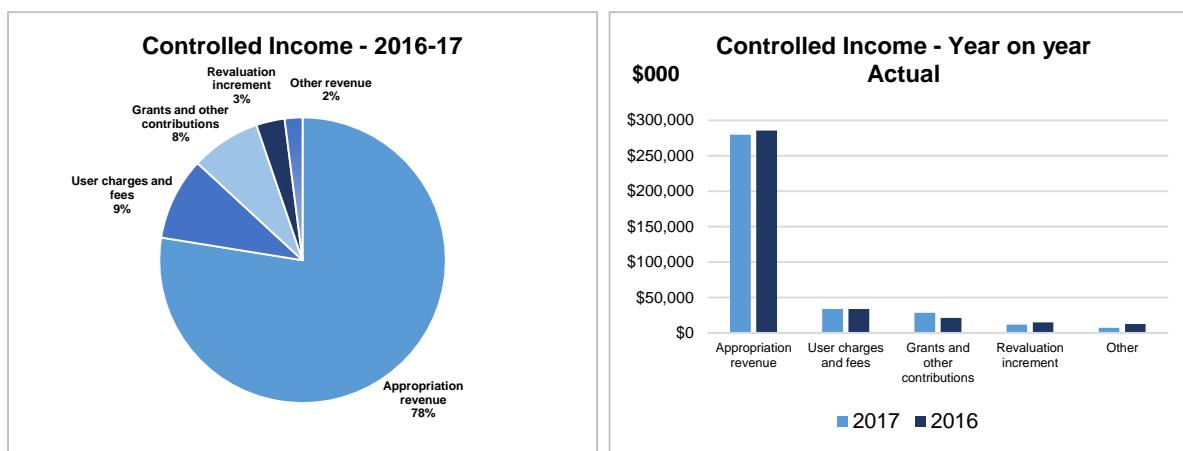
The Statement of Comprehensive Income shows the department's operating results from continuing operations.

Statement of Comprehensive Income (Extract)	2017	2016	Variance	Variance
	Actual	Actual	Increase (Decrease)	Increase (Decrease)
	\$'000	\$'000	\$'000	%
<b>Income from continuing operations</b>				
Revenue				
Appropriation revenue	279,609	285,480	(5,871)	(2%)
User charges and fees	33,730	33,667	63	0%
Grants and other contributions	28,444	21,138	7,306	35%
Revaluation increment	11,564	14,748	(3,184)	(22%)
Interest	337	465	(128)	(28%)
Other revenue	7,245	12,491	(5,246)	(42%)
Total revenue	360,929	367,989	(7,060)	(2%)
Gains on disposal/re-measurement of assets	127	136	(9)	(7%)
<b>Total income from continuing operations</b>	<b>361,056</b>	<b>368,125</b>	<b>(7,069)</b>	<b>(2%)</b>
Expenses from continuing operations				
Employee expenses	123,982	118,880	5,102	4%
Supplies and services	97,017	89,891	7,126	8%
Grants and subsidies	84,669	72,902	11,767	16%
Depreciation and amortisation	35,850	35,257	593	2%
Revaluation decrement	43,274	-	43,274	100%
Other expenses	3,542	1,756	1,786	102%
Finance/borrowing costs	-	-	-	0%
<b>Total expenses from continuing operations</b>	<b>388,334</b>	<b>318,686</b>	<b>69,648</b>	<b>22%</b>
<b>Operating surplus (deficit) for the year</b>	<b>(27,278)</b>	<b>49,439</b>	<b>(76,717)</b>	<b>(155%)</b>
Increase in asset revaluation surplus	81,513	29,577	51,936	176%
<b>Total comprehensive income (deficit)</b>	<b>54,235</b>	<b>79,016</b>	<b>(24,781)</b>	<b>(31%)</b>

## Income

The 2016–17 total income amounted to \$361.1 million, representing a 2% decrease from 2015–16 financial year. Income is primarily sourced from Queensland Government appropriation revenue (\$279.6 million), Commonwealth, State and Local Government grants (\$28.4 million) and revenue generated from user charges i.e. licensing and permit fees in National Parks and provision of recreation services (\$33.7 million).

Included in income for the reporting period is an \$11.6 million increase in the value of land assets (revaluation increment). The graph below details the proportion of funding sources.

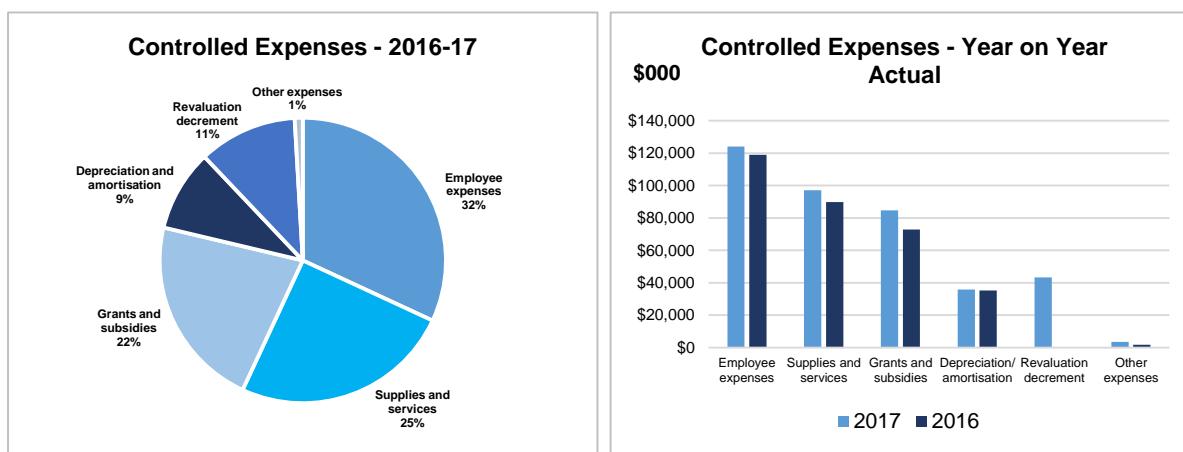


## Expenses

Total expenses for the reporting period were \$388.3 million, an increase of \$69.6 million from 2015–16. The increase was primarily due to a \$43.3 million asset revaluation decrement expense in the 2015–16 financial year.

The department's largest expense in 2016–17 was employee expenses of \$124.0 million primarily for the payment of staff wages and associated on-costs.

Other major expenses included supplies and services of \$97.0 million for expenditure on goods and services to support the department's operations and service delivery; grants and subsidies expense (comprised of \$11.3 million for National Parks, \$63 million for Sport and \$10.3 million for Racing); and depreciation and amortisation expense of \$35.9 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.

Statement of Financial Position (Extract)	2017	2016	Variance	Variance
	Actual	Actual	Increase (Decrease)	Increase (Decrease)
	\$'000	\$'000	\$'000	%
Current assets				
Cash and cash equivalents	74,669	61,605	13,064	21%
Receivables	8,038	10,112	(2,074)	(21%)
Assets held for sale	-	370	(370)	(100%)
Other current assets - prepayments	557	380	177	47%
<b>Total current assets</b>	<b>83,264</b>	<b>72,467</b>	<b>10,797</b>	<b>15%</b>
Non-current assets				
Property, plant and equipment	4,812,113	4,765,237	46,876	1%
Intangibles	1,604	1,654	(50)	(3%)
<b>Total non-current assets</b>	<b>4,813,717</b>	<b>4,766,891</b>	<b>46,826</b>	<b>1%</b>
<b>Total assets</b>	<b>4,896,981</b>	<b>4,839,358</b>	<b>57,623</b>	<b>1%</b>
Current liabilities				
Payables	20,388	15,315	5,073	33%
Accrued employee benefits	5,203	4,682	521	11%
Interest-bearing liabilities	-	46	(46)	(100%)
Other current liabilities	17,121	17,474	(353)	(2%)
<b>Total current liabilities</b>	<b>42,712</b>	<b>37,517</b>	<b>5,195</b>	<b>14%</b>
<b>Total liabilities</b>	<b>42,712</b>	<b>37,517</b>	<b>5,195</b>	<b>14%</b>
<b>Net assets</b>	<b>4,854,269</b>	<b>4,801,841</b>	<b>52,428</b>	<b>1%</b>
Equity				
Contributed equity	5,203,428	5,205,235	(1,807)	(0%)
Asset revaluation surplus	187,278	105,765	81,513	77%
Accumulated surplus/deficit	(536,437)	(509,159)	(27,278)	5%
<b>Total equity</b>	<b>4,854,269</b>	<b>4,801,841</b>	<b>52,428</b>	<b>1%</b>

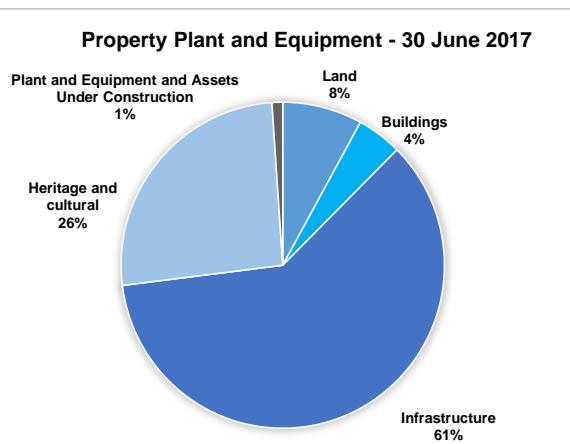
## Assets

The department holds an extensive asset portfolio valued at \$4.8 billion, predominantly relating property, plant and equipment including \$2.9 billion infrastructure assets and \$1.2 billion heritage and cultural assets as set out below.

Property, plant and equipment	2017 \$'000	2016 \$'000
Land	383,977	367,040
Buildings	216,806	210,644
Infrastructure <sup>1</sup>	2,912,790	2,858,590
Heritage and cultural <sup>2</sup>	1,246,986	1,290,463
Plant and equipment	26,306	26,249
Assets under construction	25,248	12,251
<b>Total</b>	<b>4,812,113</b>	<b>4,765,237</b>

Notes:

1. Infrastructure Assets include facilities constructed on National Parks land estate and sport and recreation facilities .
2. Heritage and Cultural Assets mainly relates to National Parks land estate.



## Liabilities

The department's liabilities include amounts owed to suppliers, amounts owing to employees for leave entitlements and debt. It also includes \$15.6 million for the management of the Curtis Island Environmental Management Precinct. Total liabilities for the department are consistent with past trends.

### Comparison of 2016-17 Actual Financial Results with 2016-17 Budget

	2017	2017	Variance	Variance
	Actual	Original Budget	Increase (Decrease)	Increase (Decrease)
	\$'000	\$'000	\$'000	%
<b>Statement of Comprehensive Income</b>				
Total income from continuing operations	361,056	399,245	(38,189)	(10%)
Total expenses from continuing operations	388,334	400,719	(12,385)	(3%)
Increase in asset revaluation surplus	81,513	-	81,513	100%
<b>Total comprehensive income (deficit)</b>	<b>54,235</b>	<b>(1,474)</b>	<b>55,709</b>	<b>(3779%)</b>
<b>Statement of Financial Position</b>				
Total assets	4,896,981	2,758,379	2,138,602	78%
Total liabilities	42,712	44,958	(2,246)	(5%)
Total equity	4,854,269	2,713,421	2,140,848	79%

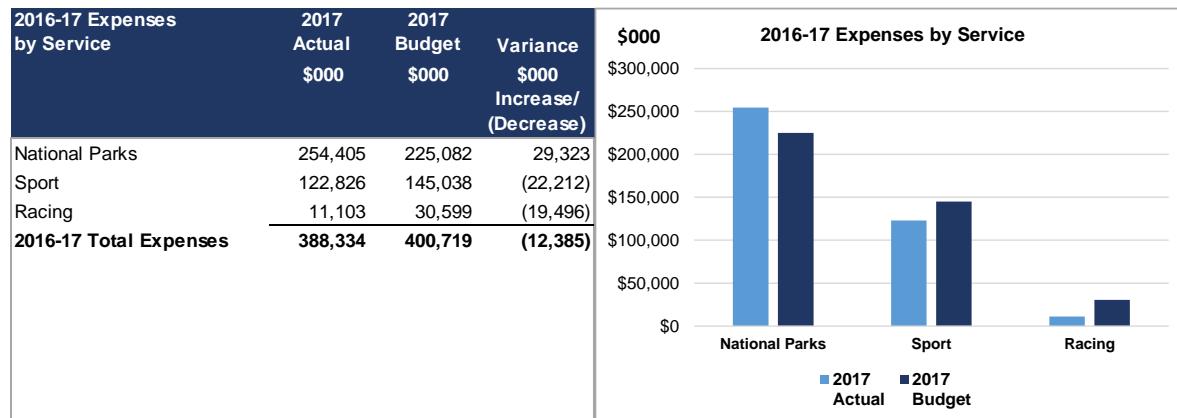
The 2016-17 financial statements include a budget versus actual comparison in Notes 20 and 21 of the statements.

Major variances include:

- Lower appropriation funding for grants and subsidies due to the carryover of funds to future years for racing infrastructure grants and various sport and recreation grant programs as well as the reduction in depreciation expenditure funding required attributable to the new road infrastructure revaluation methodology
- Unbudgeted grant and other contributions included funding received from the Department of Transport and Main Roads for the Townsville Ring Road program and ex-HMAS Tobruk project funding
- Unbudgeted revaluation increments and decrements as a result of the property, plant and equipment valuation program
- Land transfers to external parties for joint management of national parks.
- Increase in assets and equity can be attributed to the application of the new revaluation methodology to road infrastructure assets.

## 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 2016-17 total operational expenditure for National Parks exceeded budget by \$29.3 million predominantly due to an unbudgeted revaluation decrement (\$43.3 million) related to protected area land estate, transfers of land to external parties for joint management (\$8.8 million) and lower depreciation and amortisation resulting from the adoption of the new valuation methodology for the valuation of road structures (\$21.0 million).

The reduced Sport and Recreation expenditure against budget (\$22.2 million) relates primarily to carryover of various sport and recreation grant program funding to future years as the department is reliant upon third party claims.

Racing expenditure was lower compared to budget (\$19.5 million) mainly due to the carryover of racing infrastructure grants to future years (\$22.2 million).

### 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 2016–17 the Queensland Government, through the department administered accounts, provided funding of \$64.3 million to Racing Queensland, the Queensland Racing Integrity Commission and Stadiums Queensland.

## 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 way the department meets this objective is to:

- conserve natural and cultural values on parks and forests
- deliver field management in the Great Barrier Reef Marine Park and Great Barrier Reef Coast Marine Park in partnership with the Australian Government
- facilitate ecotourism, recreation and heritage experiences within parks and forests
- provide protected area services in partnership with Traditional Owners and Indigenous communities
- manage parks and forests permissions to provide sustainable environmental, economic and social benefits to the Queensland community.

### **Key performance indicators**

- Improving national parks' natural, cultural and presentation values towards target conditions.
- Hazard reduction through the Queensland Parks and Wildlife Service fire management program to protect life, property and biodiversity.
- Departmental contribution to performance of the Great Barrier Reef Field Management Program.
- Efficient delivery of infrastructure projects on Queensland Parks and Wildlife Service managed estate.
- Protected areas managed under cooperative management arrangements with Traditional Owners.
- Enjoyment of Queensland's protected areas by the community.

Service standards	Notes	2016–17 target/ estimate	2016–17 actual
Percentage of the Protection and Wildfire Mitigation Zones prescribed burning target achieved on Queensland Parks and Wildlife Service (QPWS) managed estate to protect life and property.	1	90%	100%
Area of the QPWS managed estate with fuel loads reduced by planned burning, to reduce fire risk to life and property and protect biodiversity.	2	630,000 ha	694,958 ha
Number of overnight camper stays hosted on national parks and forests.	3	1.3 million	1.35 million
Delivery of park management infrastructure projects on QPWS managed estate, as measured by the capital works activity index.	4	80–100	87
Delivery of visitor and tourism facility infrastructure projects on QPWS-managed estate, as measured by the capital works activity index.	4	80–100	105

**Notes:**

1. This service standard focuses on protecting key community interests i.e. specifically identified critical areas close to residences and other urban zones. Each year, 20% of the QPWS Estate Protection and Wildfire Mitigation Zones are scheduled for hazard reduction prescribed burning. This service standard will be discontinued from 1 July 2017 and replaced by a new service standard which measures, in addition to prescribed burning, other fuel management treatments (including mowing, slashing and mulching) which can now be recorded and reported through the department's FLAME system.
2. This service standard reflects the 2009 Victorian Bushfires Royal Commission recommendation that a 5% target for prescribed burning of public land should be established, to decrease fuel loads and thus reduce the spread and intensity of bushfires. The 2016-17 target/estimate reflects approximately 5% of the QPWS managed estate. In 2016-17, QPWS exceeded the target despite the unfavourable weather conditions during the year.
3. This service standard measures how effectively the department achieves the National Parks service area's objective of facilitating access to ecotourism, recreation and heritage experiences in national parks and forests. (This data is calculated from the number of overnight camper stays hosted on QPWS managed parks and forests).
4. The capital works activity index is calculated by averaging the percentage of capital works projects completed and the percentage of capital works budget expended. An index result between 80 and 100 indicates the efficient delivery of the majority of the planned infrastructure projects. These service standards have been discontinued for the 2017-18 reporting period as they are not considered measures of efficiency under the Queensland Government Performance Management Framework. The department will continue to report both qualitative and quantitative information relating to a broad range of park management and visitor facilities across Queensland's parks and forest estate through its Annual Report.

## Our program of work

### Protected Area Strategy

In 2016–17, the department, in conjunction with the Department of Environment and Heritage Protection, continued to develop the Protected Area Strategy, which aims to expand and effectively manage the state's protected area system.

The draft Protected Area Strategy outlines the key principles that form the foundation of Queensland's management approach to, and aspirations for, its terrestrial protected areas. The draft strategy also identifies a suite of actions, existing and proposed, for sustainably growing and managing Queensland's terrestrial protected area system.

The draft strategy was released for public consultation in early 2017 with submissions received from a range of stakeholders and the general community. The outcomes of the consultation will help inform the development of the final strategy, which aims to identify innovative approaches to support the expansion and effective management of the protected area system and maximise returns on government funding and resourcing.

### **Nature Conservation Act 1992 changes**

The *Nature Conservation Act 1992* (NCA) aims to achieve the conservation of nature, including Queensland's national parks and other protected areas.

Some amendments made to the NCA in 2015–16 by the *Nature Conservation and Other Legislation Amendment Act 2016* commenced on 1 July 2016. These changes reinstated:

- the former national park (scientific) class of protected area, which had been amalgamated with national parks
- the former conservation park and resources reserve classes of protected area, which had been amalgamated to form regional parks
- the management principles for these areas and removed the regional park class, which became redundant.

### **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 and declared fish habitat area plans to ensure appropriate levels of protection and sustainable use.

In 2016–17, the department secured and conserved representative and resilient samples of the state's biogeographical regions as national park. QPWS delivered estate management, planning and asset works to support a net increase to the protected area estate of 105,898 hectares. This included four new national parks, the transition of key parcels of land to a higher level of protection and new land acquisitions.

The new 40,350 hectare Bromley (Ampulin) and 10,680 hectare Bromley (Kungkaychi) National Park Cape York Peninsula Aboriginal land (CYPAL) were dedicated on 17 May 2017.

The new 37,270 hectare Wuthathi (Shelburne Bay) National Park (CYPAL) was dedicated on 16 December 2016.

The former Mount Jack Station was dedicated as the new 16,490 hectare Ngaynggarr National Park (CYPAL) on 28 October 2016.

On 16 December 2016, two national parks were converted to National Park (CYPAL) – these were Wuthathi (Saunders Island) National Park (CYPAL) and Wuthathi (Sir Charles Hardy Group) National Park (CYPAL).

Multiple tenure changes came into effect on 1 July 2016 following reforms to the *Nature Conservation Act 1992*. In addition 280 regional parks were re-classified as 229 conservation parks and 51 resources reserves. In addition, nine national parks were given the added protection of National Park (Scientific) including: Capricornia Cays; Dipperu; Epping Forest; Keppel Bay Islands; Mount Abbot; Mount Bauple; Palmgrove; Raine Island; and Taunton national parks.

In 2016–17, the department took the following actions to support the conservation and management of state marine and coastal areas.

- Reviewed the Marine Parks Regulation 2006 to guide its renewal for a further 10 years to support the long term management of marine parks.
- Progressed data collection and assessment to contribute to the review of the Great Sandy Marine Park Zoning Plan. This process led to the development of the first broad scale habitat map for the marine park supporting enhanced understanding and planning.
- Prepared documentation to support the

public consultation on the future directions for the Great Sandy Marine Park Zoning in 2017–18.

- Declared two new Fish Habitat Areas (FHA) at Calliope River (Gladstone) and Leekes Creek (Great Keppel Island), and significantly expanded the existing Fitzroy River declared FHA (Rockhampton) to include Balaclava Island and surrounding wetlands.

The two new declared FHAs have Indigenous language names—Balban Dara Guya (Leekes Creek) and Dē-räl-lĩ (Calliope River). The declarations increased the number of FHAs to 72 and the total area of the FHA network by 4% to 1.2 million hectares. They also deliver on the government's commitment to protect the Fitzroy delta as part of the Reef 2050 Long-Term Sustainability Plan.

### **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 at 30 June 2017, all protected areas managed solely by QPWS, including national parks and conservation parks, had, or were on track to have, a current management instrument in place within one year of their dedication. New protected areas declared in 2016–17 include Dinden, Girringun and Noosa conservation parks.

In accordance with the department's Values Based Management Framework (see page 45), certain protected areas have been 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 the Great Sandy, Carnarvon, Boodjamulla, Hinchinbrook Island, Lamington and Daintree national parks.

### **Fire management**

The department undertakes fire management on the QPWS-managed estate to protect life, property and biodiversity. In August and September 2016, more than 1,500 delegates attended the Australasian Fire and Emergency Services Authorities Council conference supported by QPWS and Queensland Fire and Emergency Services (QFES). QPWS delivered presentations on cooperative Indigenous fire

management in Far North Queensland and the management of fire across coal seam gas landscapes and hosted field trips, providing delegates with insights into Queensland fire management challenges.

During 2016–17, QPWS implemented 287 planned burns and responded to 343 wildfires. The department exceeded its planned burn target, and delivered prescribed burning on 694, 958 hectares (or 5.3% of the QPWS managed estate) with a particular focus on improved hazard mitigation and early seasonal burning ahead of the fire season.

In 2016–17, as part of its risk management prioritisation, QPWS committed more than \$0.7 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, QFES and Rural Fire Service volunteers.

The department exceeded its Protection and Wildfire Mitigation Zones target, delivering 101 prescribed burns on these areas. It also worked collaboratively with QFES to implement the RediPortal system to support planning and implementation of planned burning operations and 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 408 fire-trained staff and a fire fleet which includes 207 slip-on fire units, predominantly light attack 4WD fire vehicles. In 2016–17, QPWS delivered 32 enhanced fire training courses to 342 ranger staff including National Incident Management qualifications and QPWS planned burning and fuel hazard courses.

### Pest management

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

In 2016–17, approximately \$8.4 million was invested to manage pests, including more than \$900,000 million for Strategic Pest Management Program projects targeting priority pests. Key pest outcomes delivered during 2016–17 included delivery of the ‘Pests on Priority Parks’ initiative which targeted a range of pest plant and animal species including miconia, rubber vine, pond apple and

bitou bush as well as feral goats, pigs and horses to protect the key values on ten of the state’s most iconic protected areas. QPWS also implemented a new web-based IT system which is now fully operational and supporting QPWS pest management processes, planning and reporting.

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 which evaluates alternative broad-scale control tools and strategies for feral cats.

In November 2016, QPWS Northern Parks and Forests pest management team was recognised at the Weed Society of Queensland’s 5<sup>th</sup> Queensland Pest Animal Symposium, winning the society’s biennial Pest Animal Team award for its contribution to pest animal management in Queensland.

### Species and ecosystems conservation, recovery and restoration

As part of its fire and pest management programs, the department prioritises QPWS management actions that support the recovery and restoration of threatened species.

In 2016–17, QPWS authored, or co-authored, at least 11 published papers and posters on subjects including:

- restoration of ecosystems
- island biosecurity
- fire ecology and management of threatened species and their habitat
- acoustic monitoring for conservation management
- life history characteristics and population dynamics of threatened species with presentations given at various conferences including the Queensland Pest Animal Symposium and Australasian Systematic Botany Society Conference.

Data obtained during QPWS monitoring programs directly contributed to the recent reclassification of three threatened species—wedge-tailed shearwater, New Caledonian fairy tern and ghost bat.

During the reporting period, the department contributed to the development of guidelines for managing fire in endangered northern bettong habitat. The guidelines were developed and produced by the Queensland Department of Environment and Heritage Protection as part of the *Bettongia tropica* population status, viability and impacts of fire project, in collaboration with the World Wildlife

Fund (WWF), QPWS and James Cook University. The project was funded through the Australian Government's Caring for Our Country grants program, administered by WWF.

The department also continued implementation of the adaptive management strategy (developed in 2015–16) for seabirds on Raine Island National Park.

Many of these programs involved dedicated volunteers and/or partnerships with universities, catchment management groups, special interest groups and neighbouring landholders and have achieved positive outcomes as a result of this collaborative approach.

### **Nest to Ocean Turtle Protection Program**

The Nest to Ocean Turtle Protection Program provides grant funding for projects that aim to reduce the threat of predation on marine turtle nests.

Since it began in 2014, the program has provided \$5.3 million in grant funding for 16 projects. The predation of turtle nests has been reduced from an estimated 70–100% to 7%, demonstrating the effectiveness of targeted predator control and exclusion activities at turtle rookeries.

In 2016–17, \$1.1 million in funding was provided to projects to expand protection for priority turtle rookeries on the west coast of Cape York and in the Torres Strait. Grant recipients include Cape York Natural Resource Management Ltd, Aak Puul Ngantam Cape York and the Torres Strait Regional Authority.

Traditional Owner and community participation in turtle monitoring and predator control activities is a key priority for the program. All current projects involve implementation by Indigenous Land and Sea Ranger groups, community volunteers and natural resource management bodies.

### **Fraser Island dingo management**

The Fraser Island Dingo Conservation and Risk Management Strategy continues to guide the contribution of QPWS 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 2016–17, the Be Dingo-Safe messaging was reinforced through a range of approaches including face-to-face briefings, appropriately located signage, the 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 responsibility for a broad range of park management and visitor facilities across Queensland's parks and forests estate, including 2,072 kilometres of walking tracks, 48,040 kilometres of roads, 543 bookable camping areas and 208 day use areas, as well as visitor centres, offices, work bases and employee housing.

In 2016–17, the department invested more than \$24.2 million in infrastructure and plant and equipment to support parks and forests conservation and visitor experiences. This included:

- improved park access at Blackdown Tablelands, Capricorn Coast, Chillagoe-Mungana, Conondale, Fort Lytton and Girramay national parks.
- visitor facility and amenity upgrades for the Peach Trees camping and day use area in Jimna State Forest; Kalpowar Crossing camping area in Rinyirru (Lakefield) National Park (CYPAL); Dandabah day use area and information centre in Bunya Mountains National Park; Redrock camping area in Byfield State Forest; and the coastal walking track in Noosa National Park.
- improved remote park accommodation and associated facilities at Heathlands Conservation Park; and Astrebla Downs and Giringun national parks.

In addition to new works, the maintenance of existing infrastructure on protected areas contributes to the continuing protection of parks and 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 the 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. Key initiatives include:

- statutory and policy obligation maintenance such as asbestos assessments and building-related fire and electrical inspections
- repairs and inspection of critical infrastructure such as lookout platforms
- a regular program of building condition assessments
- addressing specific building risks including those identified in condition assessments such as building repairs.

### **Volunteering**

The department continues to rely on the generosity of dedicated individuals and community groups who volunteer their skills and expertise to help manage national parks. In 2016–17, more than 150 volunteer programs and community partnerships operated in more than 110 parks and forests. More than 970 registered volunteers contributed an estimated 96,000 hours (approximately 12,000 days) to diverse activities including pest management, revegetation, research, interpretation, track maintenance, marine animal stranding response and campground hosting.

Dedicated volunteers provided support to the three QPWS Gateway Visitor Centres.

- 51 volunteers provided a record 4,262 hours in support of visitor experiences and conservation activities for the turtle nesting and hatching season at Mon Repos Turtle Centre, a signature ecotourism experience in the Southern Great Barrier Reef and Bundaberg region.
- 29 volunteers assisted rangers at Walkabout Creek Discovery Centre in Brisbane, acting as roving hosts meeting and greeting visitors and participating in community education events in the wildlife centre and also assisted with general care of the centre and the surrounding park.
- 70 volunteers at David Fleay Wildlife Park

assisted rangers with wildlife care (some on a weekly basis as part of their tertiary studies), Junior Ranger holiday programs and special events.

During the reporting period, volunteer partners also provided practical support for a range of park management activities across the state.

- More than 600 volunteers collected around 1,000 bags of rubbish during 4WD Queensland's annual beach clean-up on Fraser Island.
- The Great Barrier Reef marine animal stranding program partnered with 13 community and Indigenous organisations and a number of individual volunteers from Cooktown to Gladstone, to respond to 58% of reported strandings.
- Seagrass Watch, a global seagrass monitoring program, and Cooloola volunteers monitored seagrass health in the south Great Sandy Strait; while in north Queensland, James Cook University undertook deep water seagrass research/monitoring.
- Lower Mary River Land and Catchment Care Group weeded and collected marine debris in the northern section of the Great Sandy Strait Islands to help improve wildlife habitat.
- Jacobs Well Fishing Club, and Moreton Bay's long-running annual clean up initiative Clean up the Pin removed hundreds of tonnes of marine debris.
- Cassowary Coast Regional Council and Conservation Volunteer Australia teams from Innisfail to Mission Beach removed two trailer loads of marine debris from a 3km stretch of beach on Kennedy Bay in Hull River National Park.
- Bushwalking Queensland Incorporated and Federation Mountain Rescue members volunteered approximately 100 hours of work, which involves assisting QPWS with walking track assessments across a 160km track network and helping Emergency Services locate lost bushwalkers in the park's remote areas.

### **Partnerships in conservation**

The department continued to work in partnership with conservation groups to manage key habitats and protect endangered species.

The Raine Island Recovery Project aims to protect and restore the island's critical habitat to ensure the future of key marine species, including green turtles and seabirds.

For more information see page 27.

In 2016–17, the department worked with the Save the Bilby Fund at Currawinya National Park to improve the enclosure's flood resistance and its reliability to exclude predators. This work will continue in 2017–18, and will allow re-population of bilbies into the predator proof enclosure.

During the reporting period, in a joint initiative with the Australian Wildlife Conservancy, a new night parrot population was discovered at Diamantina National Park and Gonewaway National Park. Protection actions, including the establishment of a restricted access area, increased on-ground presence, research and monitoring, and the removal of old fences, commenced in Diamantina and Astrebla Downs National Parks.

The department also entered into an offset management agreement with the Department of Transport and Main Roads to protect habitat on the Bohle Plains for the nationally endangered southern sub-species of the black-throated finch, as an offset condition of the Townsville Ring Road Stage 4.

### **State Commonwealth Great Barrier Reef Joint Field Management Program**

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

The program's 2016–17 annual business plan and five-year business strategy are aligned with the Reef 2050 Long-Term Sustainability Plan. During the reporting period, practical actions were delivered to assist protection of important marine and island ecosystems and to maintain the reef's popular natural tourism destinations. These included on-ground and in-water management activities, responding to a second coral bleaching event and the impacts of Tropical Cyclone Debbie, as well as ensuring that key tourism and recreational sites were maintained and kept available for use by tourists and local residents.

The 2016 Periodic Review of the Great Barrier Reef Joint Field Management Program progressed with the development of a report by the Strategy Group for presentation to the GBR Ministerial Forum for consideration.

### **Reef Protection Program expansion project**

The Queensland Government's Significant Regional Infrastructure Projects Program (SRIPP) provided QPWS with \$2.375 million to invest in an expanded public mooring and reef protection program in the Great Barrier Reef World Heritage Area over 2016–2019.

These funds are being used to build upon the existing network of 123 public moorings and 144 reef protection markers, collectively referred to as the Reef Protection Program. This new investment will provide for the installation of approximately 100 new public moorings and 150 reef protection markers at popular reef and island locations. In 2016–17, 20 new public moorings and 20 reef protection markers were installed in the Cairns and Keppel Bay areas and planning commenced for additional public moorings and reef protection markers to be installed in the Whitsundays and Capricorn Cays during 2017–18.

Public moorings promote and provide safe, convenient and sustainable access at high use destinations by reducing the need for boat users to drop their anchor. Reef protection markers are used to clearly designate no anchoring areas, mitigating the risk of anchor damage particularly on sensitive island fringing reefs. Together, they achieve ongoing protection and provide for sustainable use of the reef's most popular dive and snorkelling destinations, visited by both tourists and recreational boat users.

### **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 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 approximately 50% over the past 30 years and crown-of-thorns starfish are responsible for almost half of this decline.<sup>4</sup>

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<sup>4</sup> 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.

Crown-of-thorns starfish surveys continued south of Cairns, building on comprehensive survey work conducted in the previous reporting period. In 2016–17, 1,070 manta tows were conducted covering 212 km, and 247 reef health impact surveys were undertaken. Of the 12 reefs surveyed, all 12 target locations were identified as having populations above outbreak levels. For genetic research purposes, the Field Management Program obtained 82 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.

During the reporting period, the department supported the Association of Marine Park Tourism Operators' (AMPTO) crown-of-thorns culling program at remote locations not visited by AMPTO. QPWS staff were also involved in actions to maintain live coral cover including the lethal injection of 4,950 crown-of-thorns starfish on two reefs in the southern GBR.

### **Coral bleaching**

Between February–April 2017 the sea surface temperatures recorded in the central parts of the Great Barrier Reef were 0.5–3 degrees higher than long-term monthly averages. 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 as the climate changes. The 2017 coral bleaching event was the second successive event of its kind.

QPWS reported incidents of coral bleaching observed while conducting normal operations to the Great Barrier Reef Marine Park Authority and conducted further spot checks on reefs between Lizard Island and Townsville.

On 28 March 2017, severe Tropical Cyclone Debbie (Category 4) crossed the Queensland coast at Airlie Beach. Based on the cyclone's characteristics, it was predicted that there was likely to be a high level of damage to reefs, islands, mangroves, seagrass meadows and other marine systems located along the cyclone's path.

QPWS and GBRMPA conducted initial in-water surveys of the Whitsundays Islands in early April 2017 one-week post the event. A total of 100 reef health impact surveys impact assessments were conducted by eight staff at high commercial visitation areas as in-water visibility was extremely poor. These surveys have revealed that some sites have suffered significant damage and are down to very low coral cover, while others received less damage and still have moderate coral cover.

In June 2017, QPWS conducted additional in-water surveys at Australian Institute of Marine Science Long Term Monitoring Program sites and other mid-shelf/offshore reef locations in the very destructive region, 30 nautical miles either side of the path of Tropical Cyclone Debbie. A total of 159 reef health impact surveys assessments were completed by the QPWS crew on-board. Spatially, these assessments covered a total of 13 reef locations. Similar to severe tropical cyclones Yasi and Hamish, patchy damage was observed across the swathe of the cyclone path in the very destructive region. Damage ranged from whole coral colonies forming extensive rubble deposits across reef flats and deposited over crests, to reef structure completely displaced and broken away. Deposition of large coral bommies (*Porities sp.*) on top of reef flats was also observed at low tide in addition to formation of coral rubble cays at some locations.

Studies following previous extreme weather events revealed that even within severely damaged reefs, there were often areas that are relatively undamaged. These areas are critical for providing the next generation of corals and assisting with reef recovery.

### **Raine Island Recovery Project**

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.

The Raine Island Recovery Project is a five-year pioneering public-private collaboration between BHP, the Queensland Government, the Great Barrier Reef Marine Park Authority, the Wuthathi Nation and Kemer Kemer Meriam Nation (Ugar, Mer, Erub) Traditional Owners, and the Great Barrier Reef Foundation (GBRF). The project aims to protect and restore the island's critical habitat to ensure the future of key marine species, including green turtles and seabirds.

BHP has committed \$5.495 million through the GBRF, with the Field Management Program committing more than \$2.5 million for in-kind support.

In 2016–17, seven working trips and two delegates' trips were undertaken to Raine Island. The focus of these trips was to monitor the reproductive success of turtles in the section of beach previously re-profiled to increase hatching success. Research activities included geomorphological investigations on sand budgets and changes to the island to inform future sand re-profiling works, autonomous seabird monitoring via 'listening stations', and the tagging of three turtles with satellite trackers. Adaptive management actions included the installation of an additional 100 metre of cliff top fencing (bringing the total to 1,100 metres) to further reduce adult turtle mortality from cliff falls, and a trial of artificial nesting boxes for red-tailed tropicbirds.

The project facilitated the employment of Traditional Owners for 140 trip days to assist in delivering on-ground works. The project team also developed the Raine Island Recovery Project Traditional Owner Engagement Plan and undertook engagement activities with schools in Torres Strait and Lockhart River communities.

### **Compliance in the Great Barrier Reef**

In 2016–17, there was an increase in the number of illegal recreational fishing offences on the Great Barrier Reef, which places significant pressure on the reef's resilience. As a result, QPWS officers participated in a multi-agency response to curb this behaviour and maintain the integrity of the marine park.

Utilising the Field Reporting System adopted across the Great Barrier Reef Region and the Field Management Program, along with the increasing use of new technologies (such as tablets), has continued to reduce time spent reporting on compliance trip outcomes and investigations of non-compliance.

In 2016–17, compliance activities focussed on maintaining the integrity of the zoning plan and World Heritage values and encouraging user compliance. This included 674 days dedicated to compliance patrols on vessels, 10 land-based days and 73 flight-based days. There were 905 offences reported in 2016–17—resulting in 43 infringement notices, 88 caution notices, 411 advisory letters, 14 warning notices and 32 court prosecutions.

The 24-metre open-ocean vessel Reef Ranger has continued to deliver significant operational efficiencies since its launch in 2014. The design of a second 24-metre vessel is well advanced and construction is expected to commence in 2017–18.

### **Queensland Ecotourism Plan and ecotourism facilities**

Tourism is a \$23 billion industry for Queensland, generating \$55.3 million per day in overnight visitor expenditure across the state, and supporting almost 220,000 jobs. 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 (2016–2020).

The plan, released in September 2016, aims to position Queensland as an internationally celebrated ecotourism destination, delivering world-class interpretation and experiences that support the conservation of special natural places and unique Indigenous and cultural heritage. During the reporting period a number of actions were implemented to support the plan including progressing best practice, low-impact ecotourism investment opportunities and delivering a streamlined and consumer-focussed online experience for Queensland's protected areas.

### **Daisy Hill koala bushland**

In 2016–17, the department undertook a master planning exercise to address community expectations for improved facilities and improve management coordination across the area's multiple reserve tenures that make up Daisy Hill Koala Bushland including Daisy Hill Conservation Park and Venman Bushland National Park.

Following valuable input from the community and a wide range of stakeholders, the final Daisy Hill Koala Bushland Directions Paper (the Directions Paper) and the Daisy Hill Koala Bushland Action Plan (the Action Plan) were released in June 2017. The Directions Paper will guide the area's management, use and enjoyment over the next 10 years. The Queensland Government has committed \$3.3 million to deliver key improvements in the lead

up to the Commonwealth Games and commence planning and design works to guide future investment.

### **Commercial tourism authorities on parks and forests**

The department supports tourism through administration of permits and agreements for tourism activities including guided tours, tag-along tours, scenic flights and events. In 2016–17 the department administered 500 active permits for commercial activities and events across Queensland, including whale watching in marine parks.

The Queensland Eco and Sustainable Tourism (QuEST) policy delivers a policy framework for ecotourism operators accessing high visitation protected areas. It aims to deliver business certainty for operators, best practice standards, opportunities for growth and streamlined administration.

In 2016–17, the department identified additional capacity for commercial guided tour operations at 12 sites on Fraser Island, which the department intends to release to the market through an expression of interest process in 2017–18. The department commenced QuEST implementation for Moreton Island in 2015–16 and during the reporting period continued discussions with commercial tourism operators to transition them to long-term agreements.

### **Events on protected areas**

In 2016–17, the department supported a range of sustainably managed arts, culture and sporting events on parks and forests.

Significant cultural events hosted, or partially hosted, on the QPWS managed estate included the Woodford Folk Festival, Noosa Food and Wine Festival and the Island Elements Festival on Stradbroke Island.

Sporting, fitness and wellbeing events hosted on parks and forests included:

- Oxfam Trailwalker and Kokoda challenge events in D'Aguilar National Park.
- Great Pyramid Race and Country Fair at Wooroonooran National Park.
- Mates4Mates adventure and rehabilitation challenges supporting injured or ill Australian Defence Force members and their families.

These activities delivered community, economic and well-being benefits to these regional areas.

### **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 2016–17, the department 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.

The department produced a range of new visitor brochures including:

- Journey Guides to Sandstone Belt (Central Queensland) and South West Queensland Mulga Lands.
- Discovery Guides for Green Island (English, Japanese and Chinese versions), Moreton Island, Hinchinbrook Island, Noosa, Blackall Range (Kondalilla), Bribie Island, Lamington, Carnarvon Gorge, and D'Aguilar national parks.
- Driving in sand safety guide, Great Sandy Marine Park boaties quick guide, Mon Repos Turtle Watching Guide, Dingo Safety Guide and a camping booking information Guide.
- Keep Discovering communications were also extended through travel media and publicity opportunities.

The department uses interpretive signage throughout the protected area estate for safety, educational, legislative or entry purposes. Interpretive signage can use symbols or text or a combination of both to communicate a message. During the reporting period, the department produced interpretive signs across the state including:

- Ex-HMAS Tobruk viewing area
- smoking bans in national parks
- Welcome to K'gari (Fraser Island)
- Daisy Hill Trail Head
- Tropical Cyclone Debbie temporary response
- water safety promotional campaign targeting backpackers in northern Queensland.

During the reporting period, the department continued to implement the QPWS digital marketing strategy and strengthened engagement with national parks' customers through Facebook, Instagram and YouTube. As at 30 June 2017, QPWS is one of the leading Australian national parks service

presences across social media platforms. In an increasingly competitive environment, QPWS maintains its position as a leading agency on Instagram and Facebook as these platforms continue to grow in popularity and evolve as marketing and communication tools.

### **Gateway visitor centres**

Long-term investment in the department's three Gateway Visitor Centres (David Fleay Wildlife Park; Mon Repos Turtle Centre; and Walkabout Creek Discovery Centre) is guided by concept master plans and directions papers developed in consultation with the community. In 2016–17, key capital and operational initiatives were delivered in support of the Gateway Visitor Centre visions.

At Walkabout Creek Discovery Centre, an ecotourism operator was appointed to hire paddle craft, mountain bikes and mini-Segways. In response to the increasing popularity of the centre, planning commenced for a new southern access roadway, pedestrian and activity trail and additional car parking.

At David Fleay Wildlife Park, the department continued to expand educational programs. Visitor attraction strategies resulted in 17.4% growth in visitor numbers to the park over the past two years. In support of the Gold Coast Commonwealth Games in 2018, David Fleay Wildlife Park partnered with Kayak the Gold Coast and Jellurgal Cultural Centre to develop a new eco-tourism package—Heart of Gold Coast (see Page 39).

The Mon Repos Turtle Centre continued to be a signature tourism destination for the Bundaberg area with the 2016–17 hatching season attracting approximately 30,457 visitors. The conservation park saw good hatching success despite significant impacts on mortality caused by high temperatures during the incubation period. The department commenced a \$10 million redevelopment of the centre, funded through the Significant Regional Infrastructure Projects Program. Project architects and interpretive consultants were engaged to prepare concept designs and market sounding was progressed to identify potential commercial opportunities for the new centre.

### **Ex-HMAS Tobruk—from wreck to reef**

In 2016, the department, in conjunction with the Department of Tourism, Major Events,

Small Business and the Commonwealth Games, won the rights to scuttle the Commonwealth Department of Defence decommissioned vessel ex-HMAS Tobruk, in Hervey Bay.

The ship was handed over to the department on 14 December 2016 and work has begun to transform the vessel into an artificial reef and world class dive site.

The Queensland Government is contributing \$8 million to the project with the Bundaberg and Fraser Coast Regional Councils contributing \$2.25 million.

QPWS appointed a team to prepare and scuttle the vessel to ensure it provides a safe and enjoyable diving experience, to remove hazardous and polluting materials, and to select its final resting place.

The community and tourism industry have been actively engaged in the project through stakeholder meetings, use of social media, and interpretative signage at viewing areas.

It is anticipated the ex-HMAS Tobruk will be open for public access as a premier dive location in Queensland in early 2019 and will provide ongoing economic benefit and jobs for the Wide Bay area.

### **Recreational activities on parks and forests**

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 2016–17, QPWS worked in partnership with mountain biking groups across the state to support the development, upgrade and maintenance of trails on a number of state forests and national parks including Broadwater and Passchendaele State Forests in the Granite Belt and the Beerwah State Forest and Tewantin National Park in the Sunshine Coast area.

The department progressed significant recreational initiatives including the Nerang mountain bike trails for the Gold Coast Commonwealth Games 2018 (see Page 39) and new public moorings on the Great Barrier Reef (see Page 26).

The department continues to work collaboratively with stakeholders to:

- prepare for the September 2017 Union Cycliste Internationale Mountain Bike

- World Championships to be held at Smithfield Conservation Park
- extend the existing partnership with Tablelands Cycle Sports for continued maintenance of the Atherton Forest Mountain Bike Park
- form a new partnership with the Tablelands Regional Council on the joint maintenance and promotion of Atherton Walking Tracks.

The department was a member of the organising committee for the Townsville Enterprise Mountain Bike Festival in April–May 2017 and delivered \$50,000 in mountain bike trail improvements at Cape Pallarenda Conservation Park for the event.

QPWS staff continued to support the growing diversity of recreational activities on parks and forests by attending Queensland Outdoor Recreation Federation forums, including in Brisbane and Toowoomba. QPWS participated in the Tablelands Outdoor Recreation Health and Wellbeing Expo in May 2017 and the Australian Bike Summit at Mount Buller, Victoria in November 2016, to discuss and present innovation in mountain bike trail network development, events, best practice, and regional collaboration.

### **Cooperative management arrangements with Traditional Owners**

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 for 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 over an estimated 21% of Queensland's protected areas (approximately 2.07 million hectares). An additional 46% of protected areas are subject to a range of cooperative partnership arrangements and a further 9% are in an advanced stage of negotiating a cooperative partnership arrangement. Some of these protected areas (including a growing number of Queensland's highly ecologically significant protected areas) have been subject to a determination of native title.

In 2016–17, the department supported advancing consent determination negotiations for the resolution of native title claims over protected areas. These claims cover the traditional country of the Port Curtis Coral Coast, Quandamooka #4, Yuwibara, Girramay, Widi and Nywagi Peoples. As part of the consent determination process, QPWS is seeking to enter into Protected Area Indigenous Land Use Agreements with native title applicants. These will provide the basis for QPWS and native title holders to work in cooperative partnerships in the management of the protected area estate.

In order to promote stronger working relationships and partnerships between Traditional Owners and departmental staff, a cultural capacity building program entitled Working with the Mob was developed. During 2016–17, it was co-delivered with Traditional Owners, to 546 of NPSR staff and executives at training sessions throughout the state.

### **North Stradbroke Island joint management**

Since 2011, the department has jointly managed Naree Budjung Djara National Park and other protected areas on North Stradbroke (Minjerribah) and Peel (Teerk Roo Ra) Islands with the Traditional Owners, the Quandamooka people, under an Indigenous Land Use Agreement and Indigenous Management Agreement. 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 the 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, formally manages 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 2016–17, joint management activities included improved collaborative management of budgets and operational, cultural heritage and community projects and programs across all areas of park management. Labour grants and contracts were issued for QYAC staff and

community ranger development programs on country. Collaborative work included upgrades to fire management tracks, ecotourism improvements and interpretation in the Karboora (Blue Lake) section of Naree Budjung Djara National Park.

### Cape York Peninsula joint management

As at 30 June 2017, QPWS and Traditional Owners were jointly responsible for the management of 28 national parks (CYPAL) on Cape York Peninsula, with a total area of 2,068,524 hectares.

In 2016–17, QPWS invested an estimated \$10.5 million in operational funds to facilitate joint management of parks in Cape York Peninsula. This investment supports the natural and cultural resource management of these parks, engages Traditional Owners in management of their country, and builds the capacity of land trusts and corporations to manage parks and promote Indigenous tourism opportunities.

In December 2016 the Wuthathi people and the Queensland Government celebrated the handback of land as Aboriginal freehold land; the dedication of the new Wuthathi (Shelburne Bay) National Park (CYPAL); and the conversion of two nearby island parks to jointly managed parks.

Located on the north-east coast of Cape York Peninsula, the new park protects 37,270 hectares of land and lakes, a diverse and culturally rich landscape consisting of dune fields, heaths, wetlands and woodlands which provide a range of habitats for wildlife including threatened and rare plants and animals.

Wuthathi (Shelburne Bay) National Park (CYPAL) is jointly managed by the QPWS and the Wuthathi Aboriginal Corporation, representing the Wuthathi Traditional Owners.

The former Mount Jack Station was dedicated as the new 16,490 hectare Ngaynggarr National Park (Cape York Peninsular Aboriginal Land - CYPAL) in October 2016, and in May 2017, the new 40,350 hectare Bromley (Ampulin) and 10,680 hectare Bromley (Kungkaychi) National Park (CYPAL) were dedicated.

### Management of grazing on QPWS managed lands

As at 30 June 2017, the department had approximately 950 grazing authorities in place,

with around 90% of these on State forest. This number fluctuated throughout the reporting period as a result of the renewal, surrender or expiration of leases and authorities.

Grazing is allowed on state forest 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 a legacy issue, arising from historic lawful grazing that occurred on state forest areas prior to them being transferred to national park.

In 2016–17, the department continued to manage legacy grazing on national parks and grazing on QPWS managed estate in accordance with government policy and the management principles of the underlying tenure, and worked with authority holders in relation to leases and permits for agricultural, grazing or pastoral purposes on national park, conservation park, resources reserve, state forest and forest reserve.

### Management of resources and utilities authorities

The department is responsible for ensuring that any natural resource use or development within parks and forests is managed sustainably.

While mining, gas and petroleum activities are not permitted on national parks, they can be conducted on other QPWS-managed land including state forests.

In recent years, the 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, power and communication lines, and access tracks.

During the reporting period, QPWS continued to review, administer and audit authorities for more than 600 gas well pads and associated infrastructure on the QPWS estate. A new template was developed for occupation permits (OP) for coal seam gas (CSG) infrastructure on State forests and timber reserves, issued under the *Forestry Act 1959*. Each authority holder has one OP with outcome-focussed conditions, which reduce red tape and clearly defined and consistent expectations.

The standardised OP conditions also help protect QPWS's interests in relation to workplace health and safety liability and key land management issues, including for fire and pests and the co-use of the land by other industries like bee keeping and forestry.

As a result of audit activities, a penalty infringement notice (\$12,000) was issued under the *Environmental Protection Act 1994* for erosion and construction litter. QPWS continues to work closely with resource companies and other government departments to ensure that operations are conducted in an environmentally sustainable manner and cause minimal impacts to existing uses and values.

### **Smoking bans in national parks**

On 1 February 2017, new smoking restrictions in Queensland national parks commenced as part of changes to smoking laws in the *Tobacco and Other Smoking Products Act 1998*, to make more public places smoke free.

The restrictions were developed in collaboration with Queensland Health and a jointly developed public information campaign was developed to promote the ban. This involved web-based content, posters and information sheets and the roll-out of no smoking signs in 272 national parks, 245 formal campgrounds and 150 day use areas.

The smoking restrictions apply within 10 metres of most visitor facilities in national parks, including picnic tables, barbeques, shelter sheds, toilet blocks, information centres, jetties, boat ramps and landing stages such as pontoons. The restrictions also apply within 10 metres of occupied campsites.

The restrictions will protect park visitors from second-hand smoke and encourage smokers to reconsider their smoking practices.

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

The way the department meets this objective is to:

- engage young people to encourage lifelong participation in physical activity
- support a wide range of physical activities, including sport and other active recreation-based activities, encouraging all Queenslanders to become more active
- activate places and spaces for sport and active recreation, including making the most of government-owned facilities
- build strong partnerships across government, the community and commercial sector to boost participation in physical activity
- support and develop elite Queensland athletes through the provision of coaching and related support services, and sport science research.

### **Key performance indicators**

- Greater proportion of Queenslanders, particularly children and young people, involved in sport and active recreation.
- Efficiency of project management across our sport and recreation grants.
- Effectiveness of sport and recreation education and training programs.
- Increased sport and active recreation opportunities through management of facilities, including Queensland Recreation Centres.
- Provide funding for planning and delivery of fit-for-purpose sport and recreation infrastructure.
- Success of Queensland's elite athletes.
- Efficient funding of sport science research projects.

Service standards	Notes	2016–17 target/ estimate	2016–17 actual
<b>Community support</b>			
Participants' overall satisfaction with the department's education and training programs.	1	90%	95%
Percentage of young people redeeming a Get Started Voucher who have not played club sport before.	2	20%	15%
Grant monies paid as a percentage of the total grant budget.	3	80%	102%
<b>Facilities</b>			
Utilisation of Queensland Recreation Centres accommodation facilities.	4	42%	43%
Queensland Recreation Centres' operational bed cost per night.	5	<\$45	\$42
<b>Queensland Academy of Sport (QAS)</b>			
Percentage of athletes selected for national teams supported by the QAS.	6	25%	29%
Co-contribution ratio of partnership investment to QAS investment in grants research projects.	7	1:1	1:1.9

**Notes:**

1. This service standard measures participants' overall satisfaction with the department's Building Active Communities Workshops and Get Active Queensland Accreditation Program. Sport and Recreation Services continues to exceed the expectations of participants.
2. This service standard measures the effectiveness of the Get Started Vouchers program. The actual result for 2016-17 (representing the 2016 calendar year), for Get Started Vouchers rounds 7 and 8, reflects the previous success of the program in attracting children and young people, thereby reducing the proportion of eligible applicants who have not played club sport before. The 2017-18 target/estimate has therefore been reduced from 20% to 15%. Targeted marketing in the past two rounds of the program has slightly increased the uptake of vouchers by applicants who have not played sport before.
3. This service standard measures the efficiency of the department's project management in delivering grant funding to organisations as a percentage of the total grant budget. The actual result is higher than anticipated due to improved budget management.
4. This service standard measures the effectiveness of the Queensland Recreation Centres in utilising their accommodation facilities. The target takes into consideration 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 service standard measures the efficiency of the Queensland Recreation Centres in providing accommodation facilities to schools, sport groups and the wider community. The target takes into consideration occupancy standards that apply to school and non-school use and reflect acceptable social norms of shared accommodation, such as gender and age mix.
6. This service standard measures the effectiveness of the QAS in achieving its goal to have Queensland athletes represented in national teams.
7. This service standard measures how effectively QAS grant research resources are leveraged to form successful grant research partnerships, to achieve greater research outcomes. Performance exceeded the target as the Centre of Excellence for Applied Sport Science Research was successful in recruiting several high-quality postgraduate research students for various projects with university and sport partners. These students were awarded high-value scholarships from our university partners for their three-year degrees

## Our program of work

### Lifelong participation in physical activity

During 2016–17, 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 at up to \$150, can be redeemed at registered sport and active recreation clubs to pay for, or offset, the cost of membership or participation fees. The program continues to be popular with Queensland families, with nearly 200,000 vouchers redeemed since its inception in January 2013. In 2016–17, more than 40,600 vouchers were redeemed for Rounds 8 and 9. Of those, 15% were redeemed by children who had not played club sport before.

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 and \$1,200 to attend registered events. In 2016–17, this program supported 3,600 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 continued to partner with the Queensland Outdoor Recreation Federation to deliver the *Nature Play Queensland* initiative. *Nature Play Queensland*'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. *Nature Play Queensland*, has introduced two workshops—Introduction to Forest Learning

and Forest School Leader Training. Forest School promotes confidence, self-esteem and independence through small achievable tasks using the outdoor environment. All Forest School sessions are linked to the Australian Curriculum, with the emphasis on My Time, Our Place and the Early Years Learning Framework.

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

- Passport to an Amazing Childhood— more than 7,500 passports registered via the online portal, and 260,000 individual passports ordered to support and encourage children to connect with nature providing 400 ‘missions’ of outdoor activities to complete.
- A coordinated media campaign to educate Queensland communities about the different aspects of the Nature Play program with a potential cumulative audience of over 31 million people (from more than 80 media stories).
- More than 300 presentations at schools and community groups to promote participation in Nature Play and unstructured play.

In 2016–17, the department confirmed funding of \$1.9 million over three years to further support and expand Nature Play Queensland’s program.

The department continued to promote access to a number of educational resources online or on mobile devices. During 2016–17, 3,488 users downloaded resources that support engagement in quality physical activity and contribute to building the capacity of early childhood professionals, parents, care givers and community sport volunteers.

The department also continued to promote the *Join the Movement* campaign which aims to motivate and inspire Queensland women and girls to try and overcome the barriers of everyday life to get active and improve their health and wellbeing. The campaign’s social media promotion proved popular with over two million online video views of campaign material, more than 141,000 page views of the dedicated website and a further 21,500 followers on the popular social media channels – Facebook and Instagram.

The department awarded the second round of the *Start Playing, Stay Playing* Excellence Awards in November 2016. These awards

acknowledge the achievements of the sport and active recreation industry and of individuals, groups or organisations going above and beyond to increase and enhance sport and active recreation opportunities for women and girls in Queensland. The awards are presented across three categories, twice annually—Inclusion, Innovation and Inspiration.

The 2016 second round award winners were:

- Jemma Wilson (Inspiration)
- Multicultural Sports Club (Inclusion)
- Longreach School of Dance (Innovation and Minister’s Excellence Award).

As part of the continued implementation of the *Start Playing, Stay Playing* initiative, Round three of the *Get Out, Get Active* program was released in March 2017.

### **Supporting community sport and recreation**

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

In 2016–17, funding under the new State Development Program was announced with more than \$32 million allocated to support 77 state-level sport and recreation organisations to deliver and develop sport and active recreation over three years.

In addition, there were three further special initiative categories.

- Six state-level sport and recreation organisations were approved funding under the Strategic Projects category
- Twelve state-level sport and recreation organisations were approved funding under Championship Events category
- Six state-level sport and recreation organisations were funded under the Indigenous Sports grants category.

*Get Going Clubs* (part of the *Get in the Game* initiative) provided \$3.5 million in funding to support not-for-profit sport and recreation organisations. This funding supports projects that increase or sustain participation, provide access to training and education, and for equipment in order to provide enduring and widespread benefits that build the capacity of the organisation. In 2016–17, grant

applications were capped at \$7,500, allowing more clubs across the state to receive vital funding and provide more projects across more sports and/or recreation activities. In 2016–17, 539 clubs received funding.

During the reporting period, the department sponsored a number of local community sport and active recreation initiatives including: a Country Week round of the Intrust Super Cup; Little Big Dash community event; and Weet-Bix TRYathlons.

The department also continued to provide a range of sport and recreation programs across Indigenous communities, including:

- \$3,720,220 towards the Indigenous Community Sport and Recreation Program (ICSRP).
- \$220,000 towards the Torres Strait Community Sport and Recreation Program (TSCSRP).
- \$400,000 towards the Indigenous Sports Grants Program (ISGP).
- \$82,711 towards the Deadly Sport Program.

ICSRP and TSCSRP provide services to identified communities across the state, to encourage increased participation in sport and recreation activities, and training and development opportunities for service providers and volunteers.

In November 2016, the department announced a further \$900,000 in funding each calendar year for three years under the State Development Program's 2017–2019 Indigenous Sports Grants special initiative category, which has enabled the expansion of the program to support an additional three State-level sporting organisations.

In addition, the department invested \$56,000 to support opportunities to promote safe places and spaces in Aurukun and a further \$29,102 to support participation and/or training and development opportunities through the Mornington Island Small Grants Program.

### **Encouraging physical activity**

The department provides legislative, policy and evidence-based research initiatives to support and encourage Queenslanders to undertake physical activity.

In 2016–17, the department commenced targeted stakeholder consultation to identify the impacts, costs and benefits of various

management options to improve the health and safety of participants in high-risk combat sports. This process will ensure the policy outcome is informed by stakeholder consultation and a cost-benefit analysis.

In 2016–17, the department engaged professional consultants to complete 11 external evaluations of programs such as Get Started Vouchers, Nature Play, Deadly Sports, and Sport and Recreation Services' strategic vision. These evaluations will help improve policies, programs, and operations to enhance service delivery outcomes and encourage and support Queenslanders to participate in physical activity.

The department continued to administer the legislation which governs Stadiums Queensland and Mt Gravatt Showgrounds Trust and establishes their statutory obligations, responsibilities and powers. During the reporting period, amendments were made to ambush marketing provisions in the *Major Sports Facilities Act 2001* and Major Sports Facilities Regulation 2014 to streamline the process for protecting major event sponsors from unauthorised advertising.

In June 2017, the Ministerial Advisory Committee for women and girls' participation in sport and recreation re-convened with three continuing members and two new members. The committee's focus is to improve the participation of women and girls who would most benefit physically and socially from sport or active recreation. This includes women and girls who are under-represented in sport and active recreation participation, who are economically and socially disadvantaged or isolated, and those living in remote locations.

### **Providing facilities and open spaces for the community**

To encourage Queenslanders to be active, places and spaces must be activated to meet sport and recreation requirements. In 2016–17, more than \$13.2 million in funding was approved for infrastructure projects which assist sport and recreation organisations and councils to meet the needs of their local community to increase participation opportunities.

#### Grants

*Get Playing Places and Spaces* (a *Get in the Game* initiative program) provides up to \$100,000 to eligible organisations (who must co-contribute a minimum of 20% of the total project costs) for new or upgraded sport and

recreation facilities.

In 2016–17, under Round Four of *Get Playing Places and Spaces*, the department approved \$13.04 million in funding for 164 projects with \$6.55 million provided in 2016-17. Of these, 56 were completed, including:

- The Caboolture Branch Little Athletics Centre Inc – \$100,000 approved to upgrade lighting to support little athletics and athletics
- Tablelands Country Rowing Club Inc – \$100,000 approved to construct a boat equipment shed to support rowing and outrigging
- Eastern Suburbs Soccer Club Ltd – \$100,000 approved to upgrade a field to support football.

In addition, \$13.28 million was approved for 164 *Get Playing Places and Spaces* Round five projects, with \$4.2 million provided as at 30 June 2017. These funds will be expended over three-to-four financial years as construction projects are delivered.

In June 2017, Round Six of *Get Playing Places and Spaces* opened to provide priority aid relief for sports affected by Tropical Cyclone Debbie. The program provides up to \$150,000 in funding for clubs affected by the cyclone and subsequent flooding to upgrade, replace or build new infrastructure.

*Get Playing Plus* (also a *Get in the Game* initiative) provides between \$300,000 and \$1.5 million in funding contributions for projects 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 2016–17, delivery of the 24 Round One projects continued with \$11.046 million in funding provided.

In November 2016, successful applicants were announced under Round Two of *Get Playing Plus*. A total of \$38.8 million was approved to support 47 sport and recreation infrastructure projects across the state, with projects ranging from upgrades to field lighting to multipurpose sport and recreation spaces. Of the approved applications, 55% were for projects in locations outside the major cities. The total cost of the infrastructure projects, for which the department contributed funding, under this Round exceeded \$117 million. A total of \$5.29 million was provided in 2016-17.

Projects approved under Round Two included:

- Toowoomba Regional Council—\$1.5 million to construct a multi-field sports park including three fields, eight netball courts, two clubhouses and ancillary facilities to support multi-sport at Highfields.
- Livingstone Shire Council—\$872,049 to construct a multi-purpose building, 15 netball courts, an access road and carpark at Barmarree Multisport Precinct to support multiple sports at Yeppoon.
- Somerset Regional Council—\$800,000 to construct fields and ancillary facilities to support multi-sport at Fernvale.

#### Sport and Recreation Services venues

The department's Queensland Recreation Centres on the Sunshine Coast and Gold Coast provide accommodation, conference facilities and outdoor activities for school, community and corporate groups.

The Sunshine Coast Recreation Centre held its first open day in September 2016 which attracted 1,500 visitors. This event featured the official opening of the centre's new climbing wall and caving system.

In May 2017, 2,500 visitors attended the Gold Coast Recreation Centre open day for the launch of the centre's newest attractions – the Cliffs Abseil Tower and the Team Rescue Challenge.

Between March–May 2017, the centres hosted events as part of the *Join the Movement* campaign, providing opportunities for women and girls to try new activities. The Gold Coast Recreation Centre offered kayaking, stand up paddle boarding and surfing while the Sunshine Coast Recreation Centre offered rock climbing, stand up paddle boarding and surfing.

The Townsville Sports and Recreation Precinct was host to the Challenge Games, a two-day athletics carnival, which attracted more than 800 students with a disability from across north Queensland. The venue also hosted the Townsville and District Rugby League final series, the Townsville All Blacks Rugby League Carnival and was also used as the training facility for the Rugby League World Cup by teams from Wales, Fiji, USA and Italy. The venue is also home to the North Queensland Fury national premier league football team.

The Toowoomba Sportsground hosted a number of events including:

- rugby league finals series attracting 5,000 spectators over a four-week period

- junior rugby league grand final with 3,000 people attending
- National Rugby Championships, played at the venue for the second successive year, attracting 1,500 people
- Australian professional bull riding rodeo attracting 2,500 people (up from 1,750 the previous year).

The venue is also home to the South West Queensland Thunder National Premier League football team who participate in the state's season long football competition.

A number of key capital works projects were undertaken at departmental venues throughout the year including:

- Toowoomba Sportsground playing field redevelopment—new irrigation and drainage systems and a top quality playing surface suitable for state and regional sporting events.
- Townsville Sport and Recreation Precinct— major lighting upgrades, the installation of two new scoreboards and 50,000 litre water storage for the future water harvesting project, and an additional canteen.
- Sunshine Coast Recreation Centre— redevelopment of the main office and an upgrade to the main kitchen.

During 2016–17, the department implemented a number of projects to further improve the governance and management of its venues including more stringent risk management procedures, a Customer Service Charter and client feedback processes.

### **Building partnerships**

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

The Queensland Foothy Facilities Fund program is a joint initiative of the National Rugby League (NRL), Queensland Rugby League (QRL) and the Queensland Government. This program will provide \$1.27 million over two funding rounds to improve the quality, access and condition of identified community rugby league facilities across Queensland.

A new Remote Facility Maintenance Program commenced in 2016–17 to support the delivery of the department's Indigenous Community

Sport and Recreation Program (ICSRP). This program supports some of Queensland's most remote communities and aims to ensure the facilities are maintained at a standard suitable for the ICSRPs and other community activities. The total funding committed for the maintenance program is \$1 million in 2016–17; \$2 million in 2017–18; and a further \$2 million in 2018–19.

The maintenance works are being delivered in partnership between Sport and Recreation Services, the Department of Aboriginal and Torres Strait Islander Partnerships' Remote Indigenous Land and Infrastructure Program Office, the Department of Housing and Public Works' Building Asset Services and local Councils. The maintenance program is available to communities where ICSRPs are delivered and who have less than 5,000 people.

### **Partnering for the Gold Coast 2018 Commonwealth Games**

The department partnered with the Office of Commonwealth Games to help build industry capacity ahead of the 2018 Commonwealth Games on the Gold Coast.

As part of the *Embracing 2018 Legacy* program a number of volunteer management conferences were held on the Gold Coast and in regional areas during February and March. The conferences attracted 962 participants and focused on key local issues, industry trends and best practice models across the four key topic headings—Plan, People, Prepare and Perform.

The department worked with Gold Coast 2018 Commonwealth Games (GC2018) partners to support the use of Nerang National Park for the GC2018 mountain bike competition. The \$3.2 million Nerang Mountain Bike Trails and venue were funded by the Queensland Government, the Commonwealth Government and the Gold Coast City Council. The competition track was opened for public use in February 2017.

The department also partnered with Kayak the Gold Coast and Jellurgal Cultural Centre to develop the Heart of Gold Coast half-day ecotourism package. This experience allows people to enjoy a cultural walk in Burleigh Heads National Park (led by the Jellurgal Cultural Centre) and a kayak ride along Tallebudgera Creek to David Fleay Wildlife Park, with interpretation and a Creatures of the Night wildlife show presented by rangers.

## Queensland Academy of Sport

In 2016–17, the Queensland Academy of Sport (QAS) continued to provide high-quality assistance, using the latest research and equipment, for Queensland's talented athletes and coaches as they strive for excellence within their sport. This included providing a world-class training environment for elite athletes.

There were 149 Queenslanders selected for the 2016 Olympic Games and Paralympic Games across a range of sports. Queensland athletes comprised 26% of the national Olympic team and 24% of the Paralympic team. Queensland's Olympic athletes won two gold, six silver and six bronze medals at the Olympics which is nearly 50% of the medals won by Australia. Queensland's Paralympic athletes won seven gold, eight silver and eleven bronze medals at the Paralympics which is 32% of the medals won by Australia. All eligible Queensland athletes who competed at the Games received a grant from the Queensland Government of \$2,700.

The QAS Centre of Excellence for Applied Sport Science Research (CoE) continued to progressively build research networks to assist the QAS in its quest to be a dynamic and continuously improving Knowledge hub for Queensland and Australian high-performance sport.

The CoE collaborates extensively with universities and other research organisations in Australia and overseas to improve athlete, team and coach performance, improve knowledge and identify innovation opportunities.

CoE-supported projects span up to four years with the CoE's commitment valued at more than \$1.9 million with cash contributions from research partners valued at more than \$2.7 million.

Collaborative research projects supported by QAS in 2016–17, included:

- The development of an innovative Virtual Reality system to assist cyclists with a simulated experience of Brisbane's new velodrome at Chandler. This system uses the latest in video gaming technologies to assist Cycling Australia and Cycling Queensland athletes train for the Gold Coast 2018 Commonwealth Games using race tactics against simulated competitors based on elite athlete data. This project is led by Griffith University and is now being expanded to provide a virtual competition environment for rowing athletes preparing for Tokyo 2020.
- Measuring proprioception (sense of movement) and other intrinsic factors that predict injury risk and performance success in elite sport. This project is led by researchers from the University of Canberra and has piloted new methods to measure and reduce injuries for water polo and hockey players. The research team is now assisting NASA with the problem of how astronauts can prevent or overcome loss of proprioception from being in a low gravity environment (e.g. while travelling to Mars).

## Objective 3—A legislative and policy framework for racing which meets the expectations of the community

The way the department achieves this objective is to:

- provide policy advice to government on racing matters
- provide support to the racing industry.

### Key performance indicators

- Racing legislation and policy which meet community expectations.

Service standards and other measures	Notes	2016–17 target/ estimate	2016–17 actual
Racing	1		

#### Notes:

1. The existing Racing service standards were discontinued as a result of the establishment of the Queensland Racing Integrity Commission as an independent statutory body from 1 July 2016. An efficiency measure and an effectiveness measure are being developed for this service area.

## Our program of work

### A sustainable racing industry

In 2016–17, Racing Queensland focused on medium-term planning to grow revenues and increase profits to ensure the industry's ongoing sustainability.

The department provided assistance to Racing Queensland, facilitating meetings and communication to key Queensland Government agencies about Racing Queensland's short-term needs and longer term outlook.

Racing Queensland prepared an infrastructure plan to enhance racing infrastructure and leverage industry assets to improve sustainability. Racing Queensland's Infrastructure Strategy was endorsed by the Minister for Racing on 21 April 2017.

### Funding programs

The department administers the following racing funding programs.

- Racing Infrastructure Fund (RIF)
- Training Track Subsidy Scheme

- Country Racing Support Program.

The RIF is sourced from revenues delivered by an agreement between the Queensland Government and TattsBett Ltd which provides Tatts (UBET) with an exclusive retail wagering licence until 2044. The objective of the RIF is to support priority infrastructure projects to deliver growth and sustainability in the Queensland racing industry. Funding under the RIF requires that business cases for proposals be submitted and assessed, and the release of funds be approved by both the Minister for Racing and the Queensland Treasurer.

In March 2017, Racing Queensland submitted two business cases seeking a total of \$19 million to support priority infrastructure projects at Bundamba Racecourse near Ipswich and a range of capital works at numerous country and regional clubs across the state. Following assessments by the department and Queensland Treasury, funding for these projects was approved in May 2017.

The Training Track Subsidy Scheme helps to offset the costs to Queensland thoroughbred race clubs of maintaining training facilities at their venues.

As part of the \$2 million per annum scheme, the Queensland Government provides \$1.2 million in threshold payments to race clubs and \$800,000 to Racing Queensland to provide incentive payments to race clubs.

Threshold payments are provided to race clubs based on categories, which take into account the standard of the training facilities available at the club. As at 30 June 2017, \$1.2 million in threshold payments had been paid to 36 race clubs.

The Racing Queensland incentive payments are provided to race clubs based on the actual number of starters provided by each venue to the Queensland racing industry during that year. In 2016–17, 67 thoroughbred race clubs benefited from the program through threshold and incentive payments.

The Country Racing Support Program is a \$21 million, four-year package to support country racing in Queensland. The 2016–17 allocation of \$6 million was released by the department to Racing Queensland in December 2016.

In May 2017, a \$778,000 grant was approved to assist race clubs to recover from damage caused by Tropical Cyclone Debbie and subsequent flooding. The funding was provided to Racing Queensland in June 2017 to assist nine race clubs affected by the disaster.

The department continued to oversee reporting requirements for projects previously funded under the former Racing Industry Capital Development Scheme (RICDS), including works at Cluden Park racecourse in Townsville and Eagle Farm racecourse in Brisbane.

The RICDS was closed in February 2017 and its balance of \$11.26 million transferred to the RIF.

### **Reform of the racing industry**

The racing industry continued to implement significant reform during 2016–17. Under new administrative arrangements from 1 September 2016, animal welfare and industry integrity interests, including oversight of the Queensland Racing Integrity Commission, and administration of the *Racing Integrity Act 2016*, became the responsibility of Queensland Treasury. The department retained responsibility for administration of the *Racing Act 2002*, oversight of Racing Queensland, and provision of policy support relevant to the industry's commercial interests.

Policy priorities during the reporting period focused on the need to support the industry's return to a financially sustainable footing with continuing support for country racing.

Racing Queensland operated under the leadership of a new board from 1 July 2016 and a new Chief Executive Officer, Dr Eliot Forbes, from 22 August 2016. The organisation also bolstered its capacity through key appointments including a new Chief Financial Officer and new General Manager, Infrastructure.

The department worked with Racing Queensland to ensure there was a clear understanding of the government's expectations and that statutory reporting requirements were met. Where appropriate, the department facilitated liaison between Racing Queensland and other agencies to ensure effective policy coordination by all relevant agencies.

The Racing Disciplinary Board was established under former provisions of the *Racing Act 2002* to hear and decide appeals against appealable decisions relating to licensing, disciplinary actions relating to licences, or exclusion actions or penalties on persons.

With the commencement of the *Racing Integrity Act 2016*, the role of the Racing Disciplinary Board was absorbed by the Queensland Racing Integrity Commission. The Racing Disciplinary Board ceased operation on 31 October 2016. The racing portfolio's key achievements for the reporting period included:

- the provision by Racing Queensland of an infrastructure plan for 2017–18
- disbursement of \$6 million under the Country Racing Support Program
- disbursement of \$2 million under the Training Track Subsidy Scheme to assist thoroughbred race clubs licensed by Racing Queensland to offset the costs of maintaining thoroughbred racing training facilities throughout Queensland
- allocation of \$19 million from the Racing Infrastructure Fund to support critical racing infrastructure projects
- amendment of the Racing Regulation 2013, to allow Racing Queensland to implement a minimum bet limit framework in Queensland

- release of \$778,000 to assist race clubs recover from damage caused by Tropical Cyclone Debbie and subsequent flooding.

#### **Proposed Tabcorp/Tatts merger**

A proposed merger between Tatts Group Ltd, which holds an exclusive retail wagering licence in Queensland, and Tabcorp Holdings Ltd was announced in October 2016 and conditionally approved by the Australian Competition Tribunal on 22 June 2017.

The proposed merger has a range of potentially significant implications for the racing industry in Queensland. Accordingly, the department will continue to monitor the progress of the proposal in conjunction with Racing Queensland and relevant government agencies.

#### **Cronulla Park**

In March 2014, \$12 million in funding from the former Racing Industry Capital Development Scheme (RICDS) was approved for development of a new greyhound racing facility at Cronulla Park in Logan. However, in February 2017, following concerns from the local community and Logan City Council, the government determined that the site would be more appropriately used to support community recreation facilities.

The department closed the RICDS and the unspent funding for this project was transferred to the Racing Infrastructure Fund, to be used for future greyhound racing infrastructure, as prioritised under Racing Queensland's *Infrastructure Plan March 2017*.

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

The way the department meets this objective is to:

- maximise the benefits of new technologies to deliver improved customer services
- collaborate internally and with external partners to deliver new and more effective services
- ensure our people are focused on customers, performance and innovation
- maintain a proactive approach to ensure a safe and healthy workforce
- ensure governance arrangements are in place to support efficient, effective and ethical management of the department and its resources.

### Key performance indicators

- Streamlined, efficient business processes.
- A safe, healthy, ethical and capable workforce meeting business needs.
- Improved results in the Working for Queensland Employee Opinion Survey.

## Our program of work

### One Department

During 2016–17, the One Department project was initiated to better align the department's strategic functions, including policy development, Indigenous engagement, research and coordination, program evaluation and statutory body governance. In the past year, a number of changes were implemented to streamline the department's business processes, increase collaboration both internally and externally, and provide better services to customers. These changes, enable the best use of government assets to achieve collectively-desired, long-term positive social outcomes.

The One Department project was a result of an independent review, by Deloitte, of the department undertaken in December 2015 and February 2016 to guide the NPSR leadership team and staff to be a more strategic, innovative, collaborative and flexible organisation, and become a sector leader that provides outstanding customer service and maximises public value.

### Capability Blueprint

In 2016–17, the department released its Capability Blueprint, which provides an assessment of organisational capability including its strengths and opportunities for improvement.

The capability assessment sought input from key customer representatives, other government agencies and delivery partners, and departmental employees and executives. More than 30% of staff provided feedback and suggestions through an online survey.

Based on the Public Service Commission's Capability Blueprint framework, the department was assessed as either 'developing', 'leading' or 'maturing' for each theme and its sub-elements.

The blueprint provides an evidence base for the leadership team to consider when prioritising organisational improvement initiatives. In addition, the department's Executive Management Board has begun to implement a set of actions to address key opportunities for improvement to make the department the best it can be.

## Permit streamlining

In 2016–17, QPWS progressed a review of its commercial and other permit business processes and requirements to inform the implementation of a new online permitting system. In 2017–18, QPWS will investigate options for a new system to provide a more consistent, streamlined and user-friendly customer experience.

During the reporting period, the department continued to work with the Great Barrier Reef Marine Park Authority on a permission system reform project to improve management of permits in the Great Barrier Reef Marine Park (Commonwealth) and the Great Barrier Reef Coast Marine Park (State). Future outcomes will include the development of new legislation, policy and guidelines to better align permission applications, assessments and decisions and communicate requirements to customers.

## Values-Based Management Framework

The QPWS Values-Based Park Management Framework was released in November 2016 alongside the draft Hinchinbrook Island National Park Management Plan. The new framework for protected areas management is consistent with the International Union for Conservation of Nature best practice management planning and evaluation approaches.

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 in order to guide resource allocation and management efforts across the state.

In 2016–17, park values and Levels of Service assessments were completed for 36 parks. The department established a monitoring program which uses annual ‘health checks’ to track the condition of key park values across Queensland, with health checks undertaken on four iconic parks.

## Investing in contemporary technology

The ICT Roadmap guides QPWS investment and effort in improving its information and communications technology (ICT) capabilities to support managing protected areas and improving 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 using contemporary off-the-shelf and cloud-based solutions.

In 2016–17, QPWS enhanced its FLAME fire management system with additional functionality for pest management. This will improve pest prioritisation, project management and outcomes reporting.

QPWS also progressed business analysis for a new permitting system (to administer parks and forests permits, agreements and authorities), and asset management system solutions.

The department progressed business analysis of staff mobility needs to improve park management (devices, data plans, software tools and apps). This included piloting a small ‘proof of concept’ in several regions as well as technology enhancements that will better support ranger and management requirements.

## Accredited Training Program for Rangers

The Accredited Training Program provides rangers with an opportunity to receive training and assessment to achieve a nationally recognised conservation and land management 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, 39 rangers have been awarded with a Certificate IV in Conservation and Land Management and a further 19 rangers are enrolled. An evaluation by the participants and their supervisors indicated this learning and development process has resulted in an increase in the participants’ capabilities in these areas. The department will invest in accreditation for an additional 20 staff in 2017–18.

## **Supporting the Kokoda Initiative**

In March 2017, the Queensland Government entered into a Memorandum of Understanding with the Papua New Guinea (PNG) government, including a partnership between the department and the PNG Kokoda Track Authority (KTA).

The partnership supports commemoration of the 75th anniversary of the WWII Kokoda Campaign and is part of the Commonwealth Government's \$25 million, five-year commitment to protecting the Kokoda Track and the surrounding region.

As part of the initiative, nine QPWS rangers joined KTA rangers at Efogi in PNG to conduct track repairs and conservation activities. This was the first of a series of projects where QPWS rangers will join KTA rangers and local communities in a capacity building arrangement that benefits both organisations and both countries.

## **Camping and bookings management**

In 2016–17, approximately 1.35 million camper nights in more than 470 camping areas were hosted on Queensland parks and forests. QPWS issued more than 396,000 camping and vehicle access permits—an increase of 9% from the previous year. This is a slight reduction in camper nights from 2015–16, which could be attributed to severe weather events such as Tropical Cyclone Debbie and associated flooding.

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

The National Park Booking Service is the department's online system for purchasing camping and vehicle access permits. The new website, launched in June 2016, has proven to be 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.

## **Encouraging a customer focus in our organisation**

The department is committed to supporting industry growth and development to meet Queenslanders' current and future needs. To assist community-based sport and recreation organisations continually improve their operations, the department released a free web resource library in January 2017. More than 70 organisations have signed up to access the library, which includes a range of practical information, templates, checklists and resources. The library also supports the valuable on-the-ground work conducted by the department's regional advisor network, which assists clubs manage compliance and accountability requirements and public expectations. The Organisational Development Diagnostic tool guides organisations along an ongoing development and improvement pathway.

The department also delivered 330 free education and training workshops/courses for sport and active recreation industry volunteers with a total of 5,836 volunteers accessing the training while another 319 volunteers completed training online.

In 2016–17, a number of free *Join the Movement Adventures* were held to encourage and inspire participants to get active and have fun with unique activities in some of Queensland's most beautiful locations. The adventures attracted more than 700 participants, who had the opportunity to try activities including stand up paddle boarding, surfing and rock climbing in venues such as the Gold Coast and Sunshine Coast Recreation Centre and the Walkabout Creek Discovery Area.

## **Encouraging innovation**

The department is committed to progressing an innovative culture and in September 2016, it established an innovation unit to facilitate the identification, development and implementation of innovative solutions and business improvement initiatives.

During 2016–17, an innovation framework and action plan were established and a range of tools and processes were developed to support innovation.

This program of innovation will provide benefits to both the department and the Queensland community, including:

- the establishment and cultivation of an internal community of practice where ideas and solutions thrive
- a reduction in red tape and bureaucracy, and increased efficiencies and effectiveness
- an increase in the department's public value through committed leadership, capable people and innovative approaches to management and service delivery.

Data collection for the Sport Geographical Information System (GIS) pilot was finalised in September 2016. The data collected during the pilot was analysed and incorporated into the new Sport Planning Tool that was launched on the NPSR website in May 2017. The Sport Planning Tool is an interactive mapping platform that uses an innovative application of GIS technology in the sport and recreation environment. The tool allows clubs, state level organisations and councils to undertake planning and analysis of their current and future infrastructure needs by understanding local, regional and state-wide trends. This provides the sports industry in Queensland with a market leading visual database of community participation in grass-roots sports. In June 2017, this tool received the award for the Best Use of Technology from the Parks and Leisure Australia Queensland branch.

In the reporting period, the department collaborated with the Department of Science, Information Technology and Innovation on the Advance Queensland Small Business Innovation Research Pilot. The challenge was to identify flexible, sustainable and cost efficient next generation lighting solutions for community field-based sports venues and determine the most appropriate circumstances for their use. The department has provided \$125,000 in funding to:

- eSwitch—for its Bright Sports Shared Facilities Program, which will allow users to set the level of illumination they require and enable facility owners to accurately and automatically bill users, and reduce excessive light use.
- GoZero—for its No Capital Cost—LED Sports Lighting, which aims to develop design and energy modelling for a sustainable lighting solution, where LED lighting and solar panel systems are installed with no upfront costs.

The department is working with both organisations to develop and implement trials across numerous sites in Queensland. It is hoped the pilot will provide commercial opportunities for innovators while providing solutions for community sporting organisations.

During 2016–17, QPWS successfully trialled the use of a fire detection camera in its South West region. The trial demonstrated that cameras can detect smoke at the same distance as a staff member located in fire towers. This innovation will support improved wildfire detection on the QPWS managed estate as the cameras have accurate vision between 10–30km depending on land forms and on the size of the smoke plume. During testing, large fires (producing more smoke) were detected at 50km away.

During the reporting period, QPWS commenced an investigation into the advantages and disadvantages of using drones to count nesting seabirds. Bioacoustic monitoring was extended to ground parrots and night parrots on the protected area estate using current technology. Acoustic recorders specifically designed for long-term deployment are under development in Queensland and will be trialled by QPWS in 2017–18 to survey and monitor audible species in remote areas.

In 2016–17, QPWS commenced Park Health Checks, a new tool for efficiently and routinely assessing the condition of key park values using a standardised methodology. The tools use simple visual ‘cues’ requiring no specialist skills or equipment and have been designed to work state-wide. They have been developed for natural, visitor and historic values and form an integral part of the Values Based Management Framework (see Page 45). A Park Health Checks train-the-trainer program was delivered in early 2017 to 129 employees across the state who will be responsible for delivering Park Health Checks training and mentoring for other employees.

The key park values are identified in values assessment workshops and captured in management statements and plans, together with the current and desired condition and strategic management direction for those values.

### **Disaster and incident response including Tropical Cyclone Debbie**

During the reporting period, the department responded to a number of natural disasters and extreme weather events, which affected many Queensland national parks and forests and racing and sporting facilities.

Tropical Cyclone Debbie (TC Debbie) made landfall as a Category 4 system near Airlie Beach north of Proserpine on 28 March 2017, causing significant destruction to coastal communities and tourism centres, particularly the Whitsunday Islands and Whitehaven Beach. The system weakened to become a tropical low which travelled south to New South Wales on 6 April 2017, generating destructive winds and extreme flooding in its path.

The events impacted 223 parks and forests in northern, central and South East Queensland causing significant damage. The national parks of Whitsunday Islands; Conway; Cooloola Recreation Area (Great Sandy National Park); Lamington; and Springbrook were heavily impacted. The department worked hard to re-open campgrounds and was able to open 90% of the Whitsundays campgrounds for the Easter weekend. By 30 June 2017, 214 (of the 223 impacted parks) were fully or partially open. The estimated total cost to re-open and repair the protected areas is approximately \$5 million.

Nine racing clubs were impacted by TC Debbie and the subsequent flooding in central and southern Queensland, including:

- Bowen Turf Club
- Mackay Turf Club
- Rockhampton Jockey Club
- Rockhampton Greyhound Club
- Gladstone Turf Club
- Calliope Jockey Club
- Bundaberg Race Club
- Beaudesert Race Club
- Capalaba Greyhound Racing Club.

A capital grants program was established to assist these clubs to cover out of pocket expenses incurred for track repairs, which included funding of \$778,000 to assist affected clubs with repairs to infrastructure and on-course facilities.

The Sport and Recreation Disaster Recovery Program opened in April 2017 to support not-for-profit sport and recreation organisations to recover from the impacts of TC Debbie.

During the reporting period, 172 sport and recreation organisation were approved \$742,280 under the program.

The department released 36 employees to join the Community Recovery Ready Reserve on 54 deployments, equating to 3,500 hours of assistance to cyclone and flood affected communities.

In 2016–17, the department also responded to a number of marine strandings including successfully freeing a 12-metre humpback whale that became entangled in a fishing net at Shorncliffe in September 2016.

QPWS rangers on K'gari (Fraser Island) also participated in the response to a marine oil spill in October 2016. The oil spill covered up to 60 kilometres and QPWS worked in conjunction with RoadTek and the Fraser Coast Regional Council on foreshore assessments, beach clean-up operations and logistics.

## Our people

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

In 2016–17, 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.

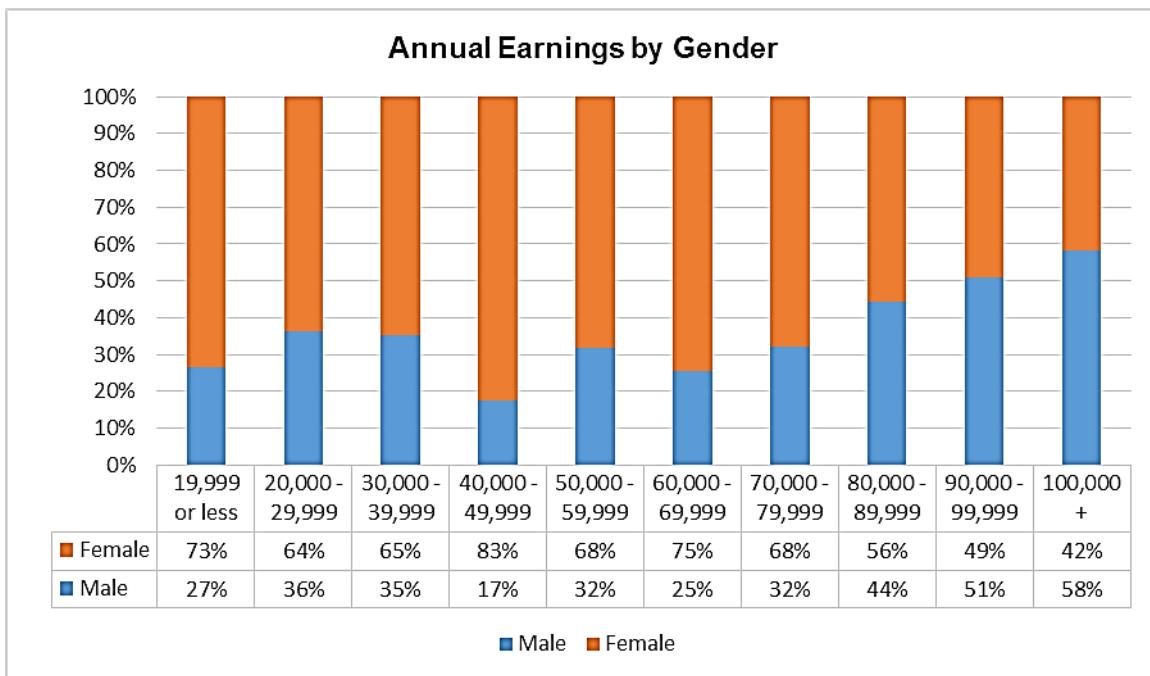
### Workforce profile

As at 23 June 2017, the department employed 1,408.12 full-time equivalent (FTE) employees, of which 84% 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 23 June 2017.

<b>Staffing full-time equivalent (FTE) by occupation type and gender (as at 23 June 2017)</b>			
<b>Occupational stream</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>
Coach	6.20	14.60	20.80
Administration	330.31	258.50	588.81
Operational	128.90	543.71	672.61
Professional	37.80	37.00	74.80
Technical	3.50	7.00	10.50
SO	7.00	17.00	24.00
S122	0	4.60	4.60
SES	4.00	7.00	11.00
CEO	1.00	0	1.00
<b>Total</b>	<b>518.71</b>	<b>889.41</b>	<b>1408.12</b>

<b>Staffing full-time equivalent (FTE) by employment type and gender (as at 23 June 2017)</b>						
Employment type	FTE		FTE%		Total FTE	Total FTE %
	Female	Male	Female	Male		
Permanent	415.14	762.01	35.3%	64.7%	1177.15	83.6%
Temporary	93.53	108.10	46.4%	53.6%	201.63	14.3%
Contract	3.00	10.60	22.1%	77.9%	13.60	0.9%
Casual	7.04	8.70	44.7%	55.3%	15.74	1.1%
<b>Total</b>	<b>518.71</b>	<b>889.41</b>	<b>36.8%</b>	<b>63.2%</b>	<b>1408.12</b>	<b>100%</b>

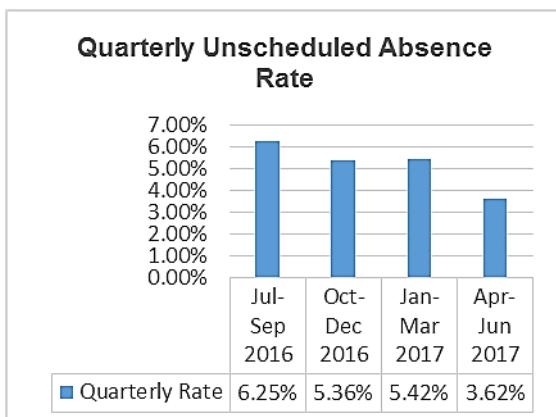


### Permanent separation rate

As at 30 June 2017, the department's permanent separation rate was 7.9%, an increase of 2.25% over the same period last year.

### Absenteeism

The following table shows the quarterly rates for unscheduled absences as at 30 June 2017. Unscheduled absences include sick, carers and special leave as well as leave for workers' compensation and industrial disputes. The average unscheduled absence rate for 2016–17 was 5.16% which is a slight increase on the 2015–16 rate of 5.125%.



### Workers' compensation

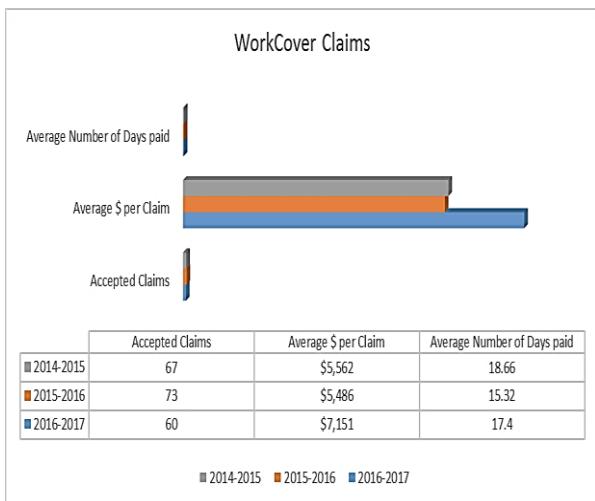
The department is committed to ensuring that all workers' compensation claims are appropriately managed. Accepted claims include medical expenses, minor injury claims (no more than one day off work) and lost time injuries (greater than five consecutive days off work).

The number of accepted workers' compensation claims as at 30 June 2017 was 60 – a decrease of 13 from 2015–16. The average amount paid per claim was \$7,151 – an increase of \$1,665 from 2015–16.

Of the 60 claims accepted in 2016–17, six were 'journey claims' that occurred while an employee was travelling to or from work. Journey claims do not affect the department's claims history or influence the following year's premiums.

### Absences related to workers' compensation claims—average days paid

The average days paid 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. The department paid an average of 17.4 days claim. By comparison, in 2015–16, the department paid an average \$5,486 per claim across 15.32 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 increase from 15.32 days in 2015–16 to 17.4 days in 2016–17, is due to the number of lost time injuries across the department. This includes four claims of more than 50 days off work; two claims for more than 100 days; and one claim of almost 600 days. The main reason for the increase is the result of two long standing active claims for a former employee which are statistically recorded against the department. These matters are currently the subject of a common law claim and review by the WorkCover medical tribunal.

### **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 2017. In 2016–17, the department's LTIR was 1.57%, compared with 0.67% in 2015–16.

This increase was a result of several significant events during the reporting period, including aggravation of several prior injuries and significant events such as an employee contracting Q fever, a helicopter incident and occurrence of workplace occupational violence.

Of the 23 lost time injuries, 18 occurred working for QPWS.

Reporting period	Lost time injury #	Lost time injury %
2014–15	6	0.42%
2015–16	7	0.67%
2016–17	23	1.57%

## **Building our Workforce**

### **Workforce planning**

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

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

In 2016–17, work was undertaken to align key departmental workforce strategies with the Capability Blueprint Action Plan and workforce plan, to ensure the department's future workforce is agile and appropriately skilled to deliver outcomes in an environment of constant change.

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 2016–17, the department focused on improving opportunities for women through the Women's Mentoring Program and the QPWS Women's Network.

The department also delivered a range of career pathway programs to support the talent pipeline for critical roles. These included the graduate program, industry placements and work experience programs. Two graduates from the 2017 graduate program were appointed to Graduate Ranger positions at

Fraser Island and Cairns. The industry and vocational placement program provided six university students with valuable workplace experiences and opportunities to apply their knowledge and skills.

### **Employee opinion survey**

In response to the 2015–16 Working for Queensland Employee Opinion Survey results, the department developed an action plan focussed on three improvement priorities: diversity and inclusion; red tape reduction; and improved perceptions of workload and health.

Key actions included:

- development of a Diversity and Inclusion Strategy in collaboration with employees
- streamlining of home garaging processes
- delivery of 'Manager Awareness, impact and action: Mental Health in the workplace' program to improve employees response to high workloads and the impact on employee health
- educating employees to look after their physical health through exercise, diet, and increasing awareness about the negative impact of alcohol and smoking
- providing skin checks for employees
- improving and streamlining the incident and hazard reporting process to enable employees to get on with doing what's important
- delivering a new Work Health and Safety Risk Management training package to equip employees to undertake appropriate risk management activities.

### **Diversity and Inclusion**

As a result of feedback in the annual Employee Opinion Survey a Diversity and Inclusion Strategy and Action Plan was developed in consultation with employees. The strategy focusses on six themes: Aboriginal and Torres Strait Islander Peoples; Accessibility; Gender Equity; Generational; Cultural Diversity; and Lesbian, Gay, Bisexual, Transgender, Intersex and Queer.

The NPSR Cultural Capability Action Plan Progress Report (July – December 2016) demonstrates how NPSR has improved, and is continuing to improve, our cultural capability in growing our existing Aboriginal and/or Torres Strait Islander partnerships and working to build new ones.

During the reporting period 546 departmental staff participated in 'Working with the Mob'

training, an internally developed cultural capability training co-facilitated by local Traditional Owners.

The department continued to partner with Traditional Owners in the management of protected areas:

- Eleven management plans and statements were prepared with Traditional Owner involvement.
- Two new national parks and two existing parks were named from local Indigenous languages.
- All interpretive signage, where relevant, contains cultural references and artwork management plans and statements were prepared with Traditional Owner involvement.

In May 2017, the department's Cultural Capability Action Plan 2017–2021 was released.

To celebrate Queensland Women's Week, a special Women in the Environment discussion was held on International Women's Day.

The panel members, including a number of department staff and two students from Brisbane State High School, shared stories and their thoughts on gender equity and the future of working life.

The department's Women's Network provides support, mentoring and opportunities for female staff to build confidence.

In 2016–17, the network continued to implement strategies to:

- attract a larger female applicant pool for ranger roles
- improve recruitment practices
- improve work arrangements
- provide specialised ongoing professional and personal development
- improve communication and cultural change around the benefits of diversity.

The department continued to promote employment opportunities to women through:

- Greater Graduate Program—50% of the department's participants in the 2016 program intake were female.
- Industry placement—67% of the students in the 2016–17 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 2016–17, women participated in a number of leadership programs including:

- Emerging Leaders Program – 3 participants (37.5%)
- LEAD Program – 92 participants (68%).

As at 30 June 2017, the department's representation of Aboriginal and Torres Strait Islander people increased to 4.8%; representation of people with a disability decreased to 3.2%; and representation of people with culturally and linguistically diverse backgrounds rose to 3.9%. Women comprised 39.3% of the department's total workforce.

<b>Diversity group</b>	<b>% of total workforce</b>	
	2016	2017
ATSI	4.3%	4.8%
Disability	3.7%	3.2%
CALD (Culturally and linguistically diverse)	3.6%	3.9%
Women	39.7%	39.3%

## Employee development

### 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 functions 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.

### 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 2016–17:

- 658 employees acted in higher level positions with 2,048 higher duty opportunities provided
- 87 employees undertook departmental leadership development activities
- technical training continued to be delivered including for fire training, chainsaw training, first aid, four wheel drive training, Ship Board Safety and Coxswains training.

The Accredited Training Program provided rangers with an opportunity to receive training and assessment to achieve a nationally recognised Conservation and Land Management qualification. Under the program, 39 rangers have been awarded with a Certificate IV in Conservation and Land Management. An additional 20 rangers are enrolled in the program for 2017–18.

### Leadership and management development

The department is committed to developing its leaders and in 2016–17 offered two key leadership programs.

The LEAD Program uses a combination of face-to-face training, 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. Three programs were delivered in 2016–17 with a total of 78 participants. 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 2016–17 program provided participants with a range of learning opportunities where they could develop and test new leadership behaviours.

During the reporting period the department also launched the Mentoring Matters Program.

The program connects employees with experienced senior officers who can assist with career and professional development through a mentoring relationship.

The initial program finished in March 2017 with 20 mentoring partnerships offered to senior women in the department.

## **Employee conduct and performance management**

### **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 2017, 70% of employees had a plan in place.

In September 2016 the department launched its new online Performance and Development planning (P&DP), allowing employees to undertake an online self-assessment, record their development requirements and search for development opportunities in the department's online training environment, iLearn. This allows the department to undertake robust training needs analysis and record all training and development activities.

During the reporting period, 186 employees across the state were trained in the new system and provided with information about the benefits of, and best practise for, performance and development planning.

In September 2016, the department adopted the use of e-Plan for Senior Executive Service staff and Senior Officers as part of the Public Service Commission's roll out of this system for senior Executives' Performance Agreements.

E-Plan streamlines administrative processes associated with performance management, complements ongoing performance conversations and feeds in to a sector-wide leadership development pipeline.

E-Plan also promotes strategic alignment throughout the organisation by facilitating the cascading of objectives from supervisor to direct report.

### **Ethical education and training**

In May 2016, the department released new online Code of Conduct training and 99.72% employees (excluding those on leave without pay) completed the training.

Appropriate Workplace Behaviour Awareness sessions were also delivered to assist employees identify inappropriate behaviour in the workplace and who has responsibility for addressing behaviour. Group discussions focus on the consequences of inappropriate behaviour, such as the effects on the team, recipient and the organisation. As at 30 June 2017, 403 employees from across the state, in locations such as Fraser Island, Roma, Cairns, and Townsville had attended the sessions.

### **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
- Public Service Medal (Australian Honours System)
- Recognition of years of service
- Safety Champion Awards
- Recognition Week.

## **Employee wellbeing**

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

In 2016–17, 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 2016–17, 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, 18 managers attended Mental Health Awareness training. The training was designed to enhance a manager's knowledge of 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 Office of Industrial Relations, in relation to whole-of-government matters including enterprise bargaining, directives, industrial instruments and legislative changes.

The *Industrial Relations Act 2016* (the IR Act) came into effect on 1 March 2017. It provides an industrial relations framework that is fair and balanced, and supports the delivery of high-quality services, economic prosperity and social justice for Queenslanders.

The IR Act introduced Queensland Employment Standards (which are the minimum standards that apply to all employees) such as the entitlement to request flexible workplace arrangements, access Domestic and Family Violence leave, and includes the issuing of information statements.

In line with the new IR Act, all new departmental employees must be provided with a copy of the Employment Information Statement and details of the industrial instructions that apply to them.

### **Early retirement, redundancy and retrenchment**

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

## 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 sub-committees which provide advice and recommendations to the EMB in relation to governance issues related to their area of responsibility. These sub-committees are:

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

### Finance Sub-committee

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

The role of the sub-committee 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 by continuing to develop 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 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 sub-committee met 10 times in 2016–17.

*Sub-committee members (as at 30 June 2017)*

Chair	Tamara O'Shea, Director-General
Members	<p>Ben Klaassen, Deputy Director-General, Queensland Parks and Wildlife Service</p> <p>*Aaron Broughton, Acting Deputy Director-General, Sport and Recreation Services</p> <p>Rob Lawrence, Deputy Director-General, Corporate Services</p> <p>Wade Oestreich, Deputy Director General, Strategic Policy and Racing Industry Governance</p> <p>Brad Lang, Chief Finance Officer</p>

\* Richard Watson, former Deputy Director-General, Sport and Recreation Services was a member of the committee until 23 June 2017.

**Audit and Risk Committee**

The Audit and Risk Committee (ARC) 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 ARC was established under the Financial and Performance Management Standard 2009 (s.35). In 2016–17, the sub-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 2016–17, the sub-committee 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.

*Sub-committee members (as at 30 June 2017)*

External members	<p>Bob McDonald OAM (Chair)</p> <p>Liezel Samuel, Director, Internal Audit, Department of Housing and Public Works</p>
NPSR staff	<p>Ben Klaassen, Deputy Director-General, Queensland Parks and Wildlife Service</p> <p>*Tracy O'Bryan, Executive Director, Office of the Director-General (until 19 May 2017)</p> <p>*Clive Cook, Executive Director, Partnerships Directorate, Queensland Parks and Wildlife Service (left 13 April 2017)</p> <p>Leigh Harris, Regional Director, Central Region, Queensland Parks and Wildlife Service</p> <p>Leigh Habner, Regional Manager, South-East Region, Sport and Recreation Services</p>

\*As at 30 June 2017, the engagement process to replace these members was underway.

In 2016–17, \$3,000 was paid for services provided by the independent Chair, Mr Bob McDonald OAM.

**Human Resources Sub-committee**

The Human Resources Sub-committee 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.

*Sub-committee members (as at 30 June 2017)*

Chair	Aaron Broughton, Acting Deputy Director-General, Sport and Recreation Services
Members	<p>Ben Klaassen, Deputy Director-General, Queensland Parks and Wildlife Service</p> <p>Geoff Brittingham, Regional Director, South East Queensland Region, Southern Parks and Forests, Queensland Parks and Wildlife Service</p> <p>Lisa Dynes, Executive Director, Human Resources, Corporate Services</p> <p>Kathy Kingsford, Acting Director, Program Development and Grant Administration, Sport and Recreation Services</p> <p>James Newman, Executive Director, North Parks and Forests, Queensland Parks and Wildlife Service</p> <p>Lyndall Holz, Regional Director Service Delivery, Sport and Recreation Services</p> <p>Michael Duff, Director, Policy, Performance and Racing Industry Governance</p>

The sub-committee was established in February 2016. The sub-committee met four times during the reporting period and endorsed a range of human resources policies and strategies.

**ICT Investment and Strategy Sub-committee**

The ICT Investment and Strategy Sub-committee:

- 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 Sub-committee has established reporting requirements to ensure that it receives information relevant to its role. The sub-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.

*Sub-committee members (as at 30 June 2017)*

Chair	*Rob Lawrence, Deputy Director-General, Corporate Services
Members	<p>Brad Lang, Chief Finance Officer</p> <p>Glenn Redenbach, Regional Director, South West Region, Queensland Parks and Wildlife Service</p>

<p>Tony Grant, Chief Information Officer, Information and Technology Partners</p> <p>Dr Liz Young, Director, Planning, Projects and IT, Park Services</p> <p>Guy Thomas, Director, Operational Support, Queensland Parks and Wildlife Service</p> <p>Troy Ayres, Director, Queensland Academy of Sport</p>	<p>Damien Head, Regional Director, Great Barrier Reef and Marine Parks Region, Great Barrier Reef Marine Coastal and Islands, Queensland Parks and Wildlife Service</p> <p>Mick Cubis, Regional Director, South East Region, Queensland Parks and Wildlife Service</p> <p>Peter Shaw, Director, Queensland Academy of Sport, Sport and Recreation Services</p> <p>Paige Ridgewell, Executive Director, Policy Performance and Racing Industry Governance, Strategic Policy and Racing Industry Governance</p> <p>Nicole Stanton-Cook, Acting Manager Workforce Relations and Safety, Corporate Services</p>
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\* Richard Watson, former Deputy Director-General, Sport and Recreation Services was a member of the sub-committee until 23 June 2017.

The sub-committee met two times in 2016–17.

#### Safety Sub-committee

The Safety Sub-committee 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 sub-committee 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.

#### *Sub-committee members (as at 30 June 2017)*

<p>Chair</p>	<p>Bennett King, Executive Director, Queensland Academy of Sport</p>
<p>Members</p>	<p>Rob Lawrence, Deputy Director-General, Corporate Services</p> <p>Ken Davis, Executive Director, Governance and Strategy, Corporate Services</p> <p>Neil Cambourn, Executive Director, Great Barrier Reef Marine Coastal and Islands, Queensland Parks and Wildlife Service</p>

The sub-committee was established in February 2016 and met four times during the reporting period.

The committee 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 Sub-committee

The Communication and Innovation Sub-committee provides high level advice to the EMB and makes recommendations on issues relating to communication and innovation. The sub-committee oversaw the implementation of the department's communication and innovation strategies which explore how innovation may be integrated into the department. It also provided assurance to the Director-General and the EMB that appropriate governance structures were in place to ensure effective delivery of approved initiatives, and that communication and innovation was meeting government requirements.

*Sub-committee members (as at 30 June 2017)*

Chair	Jacqueline Saxby, Acting Executive Director, Innovation and Engagement
Members	<p>Wade Oestreich, Deputy Director General, Strategic Policy and Racing Industry Governance</p> <p>Leigh Harris, Regional Director, Central Region, Queensland Parks and Wildlife Service</p> <p>Mary Steele, Executive Director, Corporate Communications, Corporate Services</p> <p>Sharon Hodges, Director, Industry Capacity and Events, Sport and Recreation Services</p> <p>Nathalie Sengers, Director, Communication Services, Corporate Services</p> <p>Kate Foote Acting Director Regional Service Delivery, North West Sport and Recreation Services</p>

The sub-committee was formed in March 2016. The sub-committee 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 2016–2020

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 Queensland Government 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

- regular 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 risk 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. All new staff are required to complete the Fraud and Corruption Awareness Training within one month of joining the department. Refresher awareness training every two years is mandatory for all staff.

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 (ARC), 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 and the Institute of Internal Auditors 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 ARC.

The unit 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 ARC and approved by the Director-General. During 2016–17, 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, Traditional Owner engagement; information security; light fleet management, QPWS heavy vehicles and plant and equipment, QPWS vessels management and a number of special audits.

During 2016–17, Internal Audit contributed to business improvements through:

- audit recommendations to the Director-General and the ARC
- 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 ARC

- management, heavy plant management, diving operations management and two special audits at the request of Queensland Parks and Wildlife Service.

During 2016–17, Internal Audit contributed to business improvements through:

- audit recommendations to the Director-General and the ARC
- 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 ARC.

## 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

During the reporting period, the department continued to operate and maintain a number of critical information systems to support services, initiatives and corporate operations.

- The departmental intranet and internet provided information and services to employees (intranet) and external customers (internet).
- A new Pest Management System for forest and national park estates was released in early 2017.
- The EnQuire sport and recreation grants administration system, to replace the QGrants system, continued with ongoing implementation to continue in 2017–18.
- The KX Booking System, which administers client bookings and payments to support the Queensland Recreation Centres, underwent a hosting infrastructure upgrade for increased security.

### Recordkeeping

The department continues to operate a recordkeeping strategy to ensure compliance with the *Public Records Act 2002*, *Public Service Act 1996*, Information Standard 40—Recordkeeping and Information Standard 31—Retention and Disposal of Public Records. Policies are in place for Recordkeeping, Email Management, Retention and Disposal of Records, Managing Information on Shared Network Drives, Information Security and Digitisation Disposal.

The department has a corporate electronic document and records management system (eDOCS) and staff are encouraged to maximise the use of digital records in business processes. During 2016–17, new integration technology was introduced to allow harvesting of documents into the corporate recordkeeping system from other user interfaces.

Recordkeeping and compliance requirements

were assessed and implemented for new and decommissioned business systems. Digital delivery was introduced for the scanning and delivery of hard copy records to departmental staff. This increased the efficiency of delivery and protects the physical integrity of the records.

During 2016–17, the retention and disposal schedule developed for National Parks records was approved by the State Archivist and the department has documented processes to manage records. Time-expired records were identified with 597 boxes of hard copy files disposed of securely. Permanent records continue to be identified for transfer to the 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.

During 2016–17, all employees were required to complete the annual Code of Conduct training package.

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 2016–20 Strategic Plan includes strategies that are focused on continuing to develop an ethical workforce that is supported by governance and accountability frameworks. This requires all employees to 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 initiatives were implemented to promote the importance of integrity. This included regular communication about ethical behaviour

expectations from the Director-General, the department's Integrity Champion, and a dedicated ethics intranet page with resources highlighting ethical behaviour scenarios, suitable for managers and staff to use in team meeting discussions.

In addition, Appropriate Behaviour Awareness sessions were also held for employees across the state.

### **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 and 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 and behavioural expectations in line with the Code.

### **Alignment of agency planning, strategies, objectives and actions**

The department integrated integrity and ethics into its plans, frameworks, policies and processes.

- Strategic plan—a key strategy is continuing development of an ethical workforce.
- Audit and Risk sub-Committee—integrity matters are monitored for effectiveness.
- Corporate governance framework—a key principle is integrity.
- 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.
- Integrity framework—defines how the department promotes, monitors and enhances an ethical culture.
- Grants management policy—assists staff to implement best practice when managing grants programs.
- 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 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 provides support to 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 its website.

### **Business and Professional Services**

The Business and Professional Services (BPS) unit provides a range of functions including support for the Crime and Corruption

Commission Liaison Officer and the Public Interest Disclosure Coordinator, privacy compliance advice, disclosure log maintenance under the *Right to Information Act 2009*, and liaison with the Office of the Queensland Ombudsman. It 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 these services are provided to the department 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 2017, 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

400 George Street  
Brisbane Qld 4000

### Post

GPO Box 2454  
Brisbane QLD 4001

### Website

National Parks, Sport and Racing

[www.npsr.qld.gov.au](http://www.npsr.qld.gov.au)

### Social Media

Queensland National Parks

 [www.facebook.com/qldnationalparks/](http://www.facebook.com/qldnationalparks/)

 [www.instagram.com/qldparks/](http://www.instagram.com/qldparks/)

 [www.twitter.com/QldParkAlerts](http://www.twitter.com/QldParkAlerts)

 [www.youtube.com/user/qldnationalparks](http://www.youtube.com/user/qldnationalparks)

Queensland Sport and Recreation

 [www.facebook.com/QldSportAndRec](http://www.facebook.com/QldSportAndRec)

Joint the Movement

 [www.facebook.com/JoinTheMovementQld/](http://www.facebook.com/JoinTheMovementQld/)

Queensland Recreation Centres

 [www.facebook.com/QLDrec](http://www.facebook.com/QLDrec)

Ex-HMAS Tobruk

 [www.facebook.com/exHMASTobruk/](http://www.facebook.com/exHMASTobruk/)

### 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	13 QGOV (13 74 68)
Sport and Recreation	1300 656 191
Office of Racing	13 QGOV (13 74 68)

## Appendix 1—Legislation

### **Legislation administered by the Department of National Parks, Sport and Racing as at 30 June 2017**

*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 and Minister for Rural Economic Development)

*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 and Minister for Rural Economic Development)

*Racing Act 2002*

*Recreation Areas Management Act 2006*

*Sports Anti-Doping Act 2003.*

### **Acts repealed in 2016–17**

Nil to report.

### **Legislation passed in 2016–17**

*Major Sports Facilities and Other Legislation Amendment 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
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
Racing Queensland Board	<i>Racing Act 2002</i>	Separate Annual Report prepared
Racing Disciplinary Board	<i>Racing Act 2002</i>	Included in NPSR's Annual Report (see Note 1)

1. The Racing Disciplinary Board continued 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"> <li>• Indigenous employment opportunities in the area;</li> <li>• Management plans for the areas; and</li> <li>• Resources for management of the areas.</li> </ul>
Achievements	<p>The Committee did not convene during the reporting period of 2016-17; however, the Department of National Parks, Sport and Racing (NPSR) convened a meeting of representatives from all relevant Aboriginal landholding bodies. The representatives put forward nominations for members, a chair and deputy chair for the Committee and further action will be subject to Ministerial and Parliamentary processes</p> <p>As at 30 June 2017, 28 protected areas on Cape York Peninsula 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.

<b>Queensland Academy of Sport Board</b>					
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 2016-17, the QAS Board:</p> <ul style="list-style-type: none"> <li>• continued to oversee the direction of the QAS in the lead up to the Gold Coast 2018 Commonwealth Games</li> <li>• approved changes to eligibility criteria for Olympic and Paralympic Bonus Grants</li> <li>• provided advice to the QAS on legacy issues associated with the Commonwealth Games.</li> </ul>				
Financial reporting	<p>Costs are contained within NPSR's report.</p> <p>In the 2016-17 financial year, four meetings were held and board members were remunerated according to the Queensland Government's pre-existing remuneration arrangements as identified in the table below.</p>				
<b>Remuneration</b>					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chairperson	Bruno Cullen	4	\$108 half-day meeting	N/A	\$647 (Fees include one meeting from 2015-16 paid in 2016-17 and one meeting at the full day rate)
Member	Bruce Hatcher	3	\$96 half day meeting	N/A	\$384 (Fees include one meeting from 2015-16 paid in 2016-17).
Member	Ray Epstein	4	\$96 half day meeting	N/A	\$575 (Fees include one meeting from 2015-16 paid in 2016-17 and one meeting at the full day rate)
Member	Bronwyn Thompson	4	\$96 half day meeting	N/A	\$479 (Fees include one meeting at the full day rate)
Member	Scott Derwin	3	\$96 half day meeting	N/A	\$384 (Fees include one meeting from 2015-16 paid

<b>Queensland Academy of Sport Board</b>					
					in 2016-17)
Member	Anne-Marie White OAM	4	\$96 half day meeting	N/A	\$575 (Fees include one meeting from 2015-16 paid in 2016-17 and one meeting at the full day rate)
Member	Naomi McCarthy OAM	4	\$96 half day meeting	N/A	\$479 (Fees include one meeting at the full day rate)
Member (ex-officio)	Tamara O'Shea	1	N/A	N/A	N/A
No. scheduled meetings/sessions	4				
Total out of pocket expenses	\$5,600				

## NOTES:

- During the financial year, longstanding board members Bruno Cullen (former Chair) and Bruce Hatcher retired from their respective positions on the board. Kelly McKellar-Nathan and Steve Renouf are new appointees to the board. Five other board members have been reappointed: Ray Epstein, Scott Derwin, AnneMarie White OAM, Naomi McCarthy OAM and Bronwyn Thompson. Ms Thompson has been appointed Chairperson. The Director-General of the Department continues as ex-officio.
- The new board did not convene in 2016-17; however, has been appointed under revised remuneration arrangements in line with changes to the Government's policy Remuneration Procedures for part-time Chairs and Members of Queensland Government Bodies.

<b>Women and Girls Advisory Committee on Sport and Recreation</b>	
Act or instrument	The Women and Girls Advisory Committee on Sport and Recreation (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 2016-17, the Committee supported NPSR with advice on NPSR's actions to improve women and girls' participation including: <ul style="list-style-type: none"> <li>Establishing new Terms of Reference</li> <li>Developing a work plan focussing on how to improve sport and active recreation participation in groups of women and girls, including those who are marginalised, socially isolated or who would otherwise benefit from targeted programs.</li> </ul>
Financial reporting	The Committee is an advisory body and does not have financial responsibilities. Costs are contained within NPSR's annual report.
<b>Remuneration</b>	

<b>Women and Girls Advisory Committee on Sport and Recreation</b>					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chair	Doune Macdonald	1	\$0	\$0	\$0
Member	Dr Sue Hooper	1	\$0	\$0	\$0
Member	AnneMarie White OAM	1	\$0	\$0	\$0
Member	Dean Warren	1	\$0	\$0	\$0
Member	Sharon Finnane-White OAM	1	\$0	\$0	\$0
No. scheduled meetings/sessions	1				
Total out of pocket expenses	\$1,202 (travel and meeting expenses)				

<b>Racing Disciplinary Board</b>					
Act or instrument	The Racing Disciplinary Board was established under the <i>Racing Act 2002</i> .				
Functions	<p>The Racing Queensland Board's primary purpose was to hear and determine appeals by aggrieved persons against appealable decisions of a racing control body.</p> <p>The Racing Disciplinary Board's function was transferred to the Queensland Racing Integrity Commission from 1 July 2016.</p> <p>The Racing Disciplinary Board was required to complete its consideration of outstanding matters by 31 October 2016.</p>				
Achievements	<p>In 2016-17, the Racing Disciplinary Board:</p> <ul style="list-style-type: none"> <li>Finalised four appeal decisions.</li> </ul>				
Financial reporting	Costs are contained within NPSR's report.				
<b>Remuneration</b>					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chairperson	Brockwell Miller	4	\$325 per session	\$0	\$5,850
Member	Paul James	2	\$250	\$0	\$5,100

<b>Racing Disciplinary Board</b>					
Member	Peter Elliott	0	\$250	\$0	\$0
Member	Daryl Kays	4	\$250	\$0	\$3,590
Member	Gary Casey	2	\$250	\$0	\$2,807
No. scheduled meetings/sessions	4				
Total out of pocket expenses	\$1,798 which includes superannuation and motor vehicle allowance.				

## **Appendix 3—Annual report on the administration of the Marine Parks Act 2004**

**(1 July 2016—30 June 2017)**

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***

No amendments were made to the *Marine Parks Act 2004* in 2016-17.

#### **Marine Parks (Declaration) Regulation 2006**

The Marine Parks (Declaration) Regulation 2006 was amended on 1 July 2016 to remove the reference to Regional Park and reinstate the former Conservation Park class of protected area under the *Nature Conservation Act 1992*.

The Marine Parks (Declaration) Regulation 2006 was consequentially amended on 26 August 2016 to make minor administrative changes after the *Transport Infrastructure (Ports) Regulation 2016* was reviewed.

In 2016-17 the Marine Parks (Declaration) Regulation 2006 was due for its ten year review under the *Statutory Instruments Act 1992*. This regulation prescribes the boundary of each marine park declared in Queensland waters, similar to the Nature Conservation (Protected Areas) Regulation 2006 which describes protected areas declared under the *Nature Conservation Act 1992*. Both the *Marine Parks Act 2004* and *Nature Conservation Act 1992*, require a resolution of the Legislative Assembly to amend a boundary, however, unlike the Protected Areas Regulation the Declaration Regulation was not exempt from expiry under the *Statutory Instruments Act*. This anomaly was corrected by amending Section 4 of the End Notes in the Declaration Regulation. Ten year reviews are no longer required.

### **Marine Parks (Great Sandy) Zoning Plan 2006**

The Marine Parks (Great Sandy) Zoning Plan 2006 was amended on 26 August 2016 to enhance the definition of a managed vessel through the inclusion of a definition for ‘wing in ground effect craft’. This was a consequential amendment following amendments to the Transport Operations (Marine Safety) Regulation 2016.

### **Marine Parks (Great Barrier Reef Coast) Zoning Plan 2004**

The Marine Parks (Great Barrier Reef Coast) Zoning Plan 2004 was amended on 1 July 2016 to remove the reference to Regional Park and reinstate the former Conservation Park class of protected area under the *Nature Conservation Act 1992*.

### **Marine Parks (Moreton Bay) Zoning Plan 2008**

The Marine Parks (Moreton Bay) Zoning Plan 2008 was amended on 26 August 2016 to enhance the definition of a managed vessel through the inclusion of a definition for ‘wing in ground effect craft’. This was a consequential amendment following amendments to the Transport Operations (Marine Safety) Regulation 2016.

### **Marine Parks Regulation 2006**

The Marine Parks Regulation 2006 was amended on 1 July 2016 to remove the reference to Regional Park and reinstate the former Conservation Park class of protected area under the *Nature Conservation Act 1992*.

### **Legislative amendment proposals**

During 2016-17 there were no legislative amendment proposals.

## **Funding**

In 2016–17, the Queensland Government contributed \$8.766 million 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 2016–17 was \$14.538 million 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 \$2.54 million (excluding depreciation) was allocated to administer the Act in the Great Sandy and Moreton Bay Marine Parks.

The total combined expenditure for the artificial reef program in the Moreton Bay Marine Park and the Great Sandy Marine Park was \$34,000.

The total expenditure for the decommissioning and sinking of the ex-HMAS Tobruk in 2016-17 was \$1.3 million.

## Management plans

Sections 29–33 of the *Marine Parks Act 2004* 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 2016-17 there were no new management plans approved with a marine park component (see Table A).

## Permissions

The *Marine Parks Act 2004* 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 2016–17 and related information is outlined in Tables B and C.

## Offences and enforcement

In 2016–17, 396 marine park penalty infringement notices were issued. There were nine litigation matters progressed and finalised under the Act, resulting in seven prosecutions. A summary of offences and prosecutions are 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. A Traditional Use of Marine Resource Agreement (TUMRA) is one form of accreditation. These formal agreements are developed by traditional owner groups and accredited by the Department and, if the agreement covers the Great Barrier Reef region, also the Great Barrier Reef Marine Park Authority (GBRMPA). 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 2016–17

**Table A – Management plans approved in 2016-17 that included a marine park component**

Management plans
No new management plans were approved during the 2016-17 financial year.

**Table B – (Marine Parks Act 2004); State–Commonwealth Joint Marine Park permissions (permits and agreements) granted, refused, and suspended or cancelled (1 July 2016–30 June 2017)**

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

Category	Permits current as at 30/06/2017	Permits issued between 1/07/16 and 30/06/17	Permits refused, suspended or cancelled between 1/07/16 and 30/06/17
Tourist program	710	203	16
Whale watching <sup>1</sup>	0	0	0
Media activity (film, photography)	0	0	0
Vessel charter/aircraft <sup>2</sup>	672	94	14
Educational programs	108	21	0
Research	216	71	1
Operate a facility <sup>3</sup>	229	48	0
Minor works <sup>4</sup>	12	3	1
Major works <sup>5</sup>	15	1	0
Collecting	1	1	0
Developmental fishery	0	0	0
Harvest fishery <sup>6</sup>	39	19	0
Aquaculture	0	0	0
Anchoring	0	0	0
Carrying out a program for taking a plant, animal or marine resource <sup>7</sup>	35	17	0
Mining <sup>8</sup>	0	0	0
Other <sup>9</sup>	207	54	4

**Table C – (Marine Parks Act 2004); State Only Marine Park permissions (permits and agreements) granted, refused, and suspended or cancelled (1 July 2016–30 June 2017)***The number of permits includes all current permits some of which may have been issued in previous reporting years.*

Category	Permits current as at 30/06/2017	Permits issued between 1/07/16 and 30/06/17	Permits refused, suspended or cancelled between 01/07/16 and 30/06/17
Tourist program	180	87	2
Whale watching <sup>1</sup>	18	10	2
Media activity (Film, photography)	1	1	0
Vessel charter/ aircraft <sup>2</sup>	69	18	0
Educational programs	18	4	0
Research	65	37	0
Operate a facility <sup>3</sup>	33	3	0
Minor works <sup>4</sup>	126	35	1
Major works <sup>5</sup>	12	4	0
Collecting	38	0	0
Developmental fishery	0	0	0
Harvest fishery <sup>6</sup>	8	0	0
Aquaculture	0	0	0
Anchoring	3	0	0
Carrying out a program for taking a plant, animal or marine resource <sup>7</sup>	5	0	0
Mining <sup>8</sup>	0	0	0
Other <sup>9</sup>	18	17	1

**Notes:**

1. Whale watching - Commercial Activity Agreements
2. Vessel Charter includes skippered and bare boat charters
3. Operate a facility includes barge landings (and moorings for the joint permissions table).
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.

**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 2016–30 June 2017)**

Category		Number
<b>Penalty Infringement Notices</b>	Number issued	396
	Number withdrawn	9
	Number of Court elects	2
	Number of reviews	2
<b>Formal Investigations</b>	Number completed	12
<b>Litigations</b>	Number progressed in 2016-17	6
	Number of matters finalised in 2016-17	9

**Table E – Marine Parks Act 2004 prosecution results for 1 July 2016–30 June 2017**

Party	Statute	Marine Park	Description	Court Result		
				Court date	Penalty	Costs (legal and investigative)
<b>Party 1</b> <i>No conviction recorded</i>	Marine Parks (Moreton Bay) Zoning Plan 2008	Moreton Bay Marine Park	Operating a vessel on the plane in a go slow area for turtles and dugong contrary to section 45 of the zoning plan.	05/07/16	\$500	\$436
<b>Party 2</b> <i>No conviction recorded</i>	Marine Parks (Moreton Bay) Zoning Plan 2008	Moreton Bay Marine Park	Operating a vessel on the plane in a go slow area for turtles and dugong contrary to section 45 of the zoning plan.	09/08/16	\$500	\$457
<b>Party 3</b> <i>No conviction recorded</i>	Marine Parks Act 2004	Great Barrier Reef Coast Marine Park	Failing to comply with the direction of an inspector contrary to section 99(7) of the Act.	18/08/16	\$1,000	\$950
<b>Party 4</b> <i>Conviction recorded</i>	Marine Parks Act 2004; Marine Parks Regulation 2006	Moreton Bay Marine Park	Entering or using a marine park for a prohibited purpose contrary to section 109 of the regulation.  Giving false or misleading information to an inspector contrary to section 89 of the Act.	13/09/16	\$6,000	\$2,890

<b>Party 5</b> <i>No conviction recorded</i>	Marine Parks Regulation 2006	Moreton Bay Marine Park	Entering or using a marine park for a prohibited purpose contrary to section 109 of the regulation.	08/11/16	\$7,500	Nil
<b>Party 6</b> <i>No conviction recorded</i>	Marine Parks Act 2004	Moreton Bay Marine Park	Wilfully using the marine park for a prohibited purpose contrary to section 43 of the Act.	18/04/17	\$2,500	\$2,260
<b>Party 7</b> <i>No conviction recorded</i>	Marine Parks Act 2004	Moreton Bay Marine Park	Wilfully using the marine park for a prohibited purpose contrary to section 43 of the Act.	18/04/17	\$4,000	\$2,260
				<b>Total</b>	\$22,000	\$9,253

**Table F – Summary of accreditations in place over State marine parks in 2016–17 (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	23/12/2010	23/12/2015 <sup>1</sup>
	Port Curtis Coral Coast Regional TUMRA (QPWS/GBRMPA)	Traditional Use of Marine Resources	30/08/2011	29/08/2016 <sup>1</sup>
	Woppaburra TUMRA (QPWS/GBRMPA)	Traditional Use of Marine Resources	30/06/2014	30/06/2024
	Yirrganydji TUMRA (QPWS/GBRMPA)	Traditional Use of Marine Resources	29/04/2014	28/04/2019
	Lama Lama TUMRA (QPWS/GBRMPA)	Traditional Use of Marine Resources	01/08/2013	31/07/2018
	Yuku-Baja-Muliku TUMRA (QPWS/GBRMPA)	Traditional Use of Marine Resources	16/08/2013	16/08/2018
	Gunggandji TUMRA	Traditional Use of Marine Resources	28/06/2016	27/07/2021
	Wuthathi TUMRA	Traditional Use of Marine Resources	25/06/2008	24/06/2013 <sup>1</sup>
	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.

<sup>1</sup> This accreditation has not expired. An application was lodged before the expiry date meaning that it will remain in effect until the Department executes a 'new' TUMRA with the Traditional Owners.

## 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—External scrutiny

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

### **Queensland Audit Office – Report 1: Strategic procurement**

In 2016-17 the QAO conducted an audit to examine whether departments were enabling and achieving value-for-money procurement outcomes through strategic procurement.

As a result, the department is actively working with the Office of the Chief Advisor Procurement (OCAP), and internally, to ensure actions are implemented to address:

1. spend analysis by the categories established and agreed with the OCAP
2. the use of existing whole-of-government supply arrangements
3. agency-specific opportunities (economic, social, and environmental) to realise procurement benefits and reduce processing costs
4. measurable benefits targets (financial and non-financial) against realistic timeframes that departments set, but which align to whole-of-government category goals and objectives.

### **Queensland Audit Office – Report 3: Follow-up: Monitoring and reporting performance**

In 2016-17, the QAO followed up on the progress and effectiveness of departments in implementing recommendations made in Report 18: Monitoring and reporting performance, which was tabled in June 2014. In the 2014 audit, QAO recommended that departments apply a service logic approach to define their service areas so that they only group services where they contribute to common objectives and outcomes. In 2016-17, the three service areas included in the service delivery statement were:

1. National Parks
2. Sport and Recreation
3. Racing

Using the service logic approach, two material services, Community Support and Queensland Academy of Sport, were included in 2015-16 SDS under the Sport and Recreation service area and in 2016-17 an additional material service, Facilities, was added.

Work is continuing on the development of measures for National Parks services and Sport and Recreation services.

Racing services were delayed for 2016-17 due to the implementation of new racing legislation and the establishment of the Queensland Racing Integrity Commission.

### **Queensland Audit Office – Report 8: Results of financial audits**

In 2016-17 the QAO analysed the timeliness and quality of financial reporting by public sector entities controlled by the State Government. QAO assessed the department's internal controls, and the financial statement preparation process.

With respect to internal controls the department was rated as “effective” across four of the five measures (control environment, risk assessment, monitoring activities, and information and communication) and “generally effective” against one measure (controlling activities). With respect to financial statement preparation process the department was rated as “ineffective” against one measure (timeliness), “generally effective” against one measure (year-end close process) and “effective” against one measure (quality).

The “ineffective” rating concerned the additional seven working days required to certify the department’s 2015-16 financial statements. The department did not meet their legislative time frames for financial reporting due to delays in completing valuation process in 2015-16. A new asset revaluation methodology was implemented during 2015-16 to improve the process specifically in relation to the department’s significant road infrastructure.

QAO have confirmed during the 2016-17 audit that the department’s overall control framework is effective and the department continues to refine its new asset revaluation methodology for roads with the aim of more timely and effective delivery of valuations.

#### **Queensland Ombudsman – Customer complaints system**

In 2016-17, the Queensland Ombudsman’s Office followed up on their 2014 customer complaints system audit of public sector agencies to review progress on the implementation of their recommendations. The 2014 audit had resulted in seven recommendations that consisted of 29 issues.

The 2016-17 follow-up audit identified the following outstanding areas to be addressed:

1. Complaints Resolution – need to include review or appeal rights if a complainant remains dissatisfied.
2. Internal Reporting – need to provide regular internal complaint reports to senior management to enable analysis of trends, issues or systemic issues that need improvement.
3. Monitoring Effectiveness – need to review the customer complaint system to assess its effectiveness.

The department is currently reviewing the entire customer complaints system in order to address the outstanding audit items and to comply with the Australian Standard.

## 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.
CYPAL	Amendments to the <i>Nature Conservation Act 1992</i> (NCA) allow for the creation of a new class of protected area called "national park (Cape York Peninsula Aboriginal land)" (national park [CYPAL]). This allows existing and proposed national parks to become Aboriginal land and also be dedicated and managed as a national park (CYPAL). It allows for joint management of national park land by Traditional Owners (represented by a land trust) and the department.
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.
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.
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.
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 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.

<b>Term</b>	<b>Definition</b>
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 Queensland</i>	An initiative to increase the time Queensland children spend in unstructured play outdoors and in nature.
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's 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.
Traditional Owners	Aboriginal and Torres Strait Islander people with a particular connection and relationship to land or water and who have cultural and traditional obligations and custodial responsibility.
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.
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
AMPTO	Association of Marine Park Tourism Operators
AS/NZS	Australian Standard/New Zealand Standard
BCP	Business and Corporate Partnership
BPS	Business and Professional Services
CEO	Chief Executive Officer
CFO	Chief Finance Officer
CLM	Conservation and Land Management
CoE	Centre of Excellence
COSO	Committee of Sponsoring Organisations
CSG	coal seam gas
CYPAL	Cape York Peninsula Aboriginal Land
eDOCS	electronic document and records management system
EMB	Executive Management Board
FHA	Fish Habitat Area
FMAF	Financial Management Assurance Framework
FTE	full-time equivalent
GBRF	Great Barrier Reef Foundation
GBRMPA	Great Barrier Reef Marine Park Authority
GC2018	Gold Coast 2018 Commonwealth Games
GIS	geographic information system
ICSRP	Indigenous Community Sport and Recreation Program
ICT	information and communications technology
IP Act	<i>Information Privacy Act 2009</i>
IR Act	<i>Industrial Relations Act 2016</i>
ISGP	Indigenous Sports Grant Program
KTA	Kokoda Track Authority

Acronym	Explanation
LTIR	lost time injury and illness rate
MBMP	Moreton Bay Marine Park
NCA	<i>Nature Conservation Act 1992</i>
NPSR	Department of National Parks, Sport and Racing
NRL	National Rugby League
NTA	<i>Native Title Act 1993</i>
OAM	Medal of the Order of Australia
OP	occupation permit
P&DP	Performance and Development Plan
PNG	Papua New Guinea
QAO	Queensland Audit Office
QAS	Queensland Academy of Sport
QFES	Queensland Fire and Emergency Services
QPWS	Queensland Parks and Wildlife Service
QRIC	Queensland Racing Integrity Commission
QRL	Queensland Rugby League
QuEST	Queensland Eco and Sustainable Tourism policy
QYAC	Quandamooka Yoolooburrabee Aboriginal Corporation
RICDS	Racing Industry Capital Development Scheme
RIF	Racing Infrastructure Fund
RTI Act	<i>Right to Information Act 2009</i>
SDS	Service Delivery Statement
SRIPP	Significant Regional Infrastructure Projects Program
TAFE	Technical and Further Education
TSCSRP	Torres Strait Community Sport and Recreation Program
TURMA	Traditional Use of Marine Resource Agreement
UCI	Union Cycliste Internationale
WWF	World Wildlife Fund

# Compliance checklist

<b>Summary of requirement</b>		<b>Basis for requirement</b>	<b>Annual report reference</b>
<b>Letter of compliance</b>	<ul style="list-style-type: none"> <li>A letter of compliance from the accountable officer or statutory body to the relevant Minister/s</li> </ul>	ARRs – section 8	Page 1
<b>Accessibility</b>	<ul style="list-style-type: none"> <li><b>Table of contents</b></li> <li><b>Glossary</b></li> </ul>	ARRs – section 10.1	Pages iii-iv Pages 84-87
	<ul style="list-style-type: none"> <li><b>Public availability</b></li> </ul>	ARRs – section 10.2	Inside front cover
	<ul style="list-style-type: none"> <li><b>Interpreter service statement</b></li> </ul>	Queensland Government Language Services Policy ARRs – section 10.3	Inside front cover
	<ul style="list-style-type: none"> <li><b>Copyright notice</b></li> </ul>	Copyright Act 1968 ARRs – section 10.4	Inside front cover
	<ul style="list-style-type: none"> <li><b>Information Licensing</b></li> </ul>	QGEA – <i>Information Licensing</i> ARRs – section 10.5	Inside front cover
<b>General information</b>	<ul style="list-style-type: none"> <li><b>Introductory Information</b></li> </ul>	ARRs – section 11.1	Pages 2-5
	<ul style="list-style-type: none"> <li><b>Agency role and main functions</b></li> </ul>	ARRs – section 11.2	Page 4-5, 66-67
	<ul style="list-style-type: none"> <li><b>Operating environment</b></li> </ul>	ARRs – section 11.3	Pages 5-8, 12-14, 73-80
<b>Non-financial performance</b>	<ul style="list-style-type: none"> <li><b>Government's objectives for the community</b></li> </ul>	ARRs – section 12.1	Page 8-9
	<ul style="list-style-type: none"> <li><b>Other whole-of-government plans / specific initiatives</b></li> </ul>	ARRs – section 12.2	Pages 12-14, 20-48, 52-53
	<ul style="list-style-type: none"> <li><b>Agency objectives and performance indicators</b></li> </ul>	ARRs – section 12.3	Pages 20-48
	<ul style="list-style-type: none"> <li><b>Agency service areas and service standards</b></li> </ul>	ARRs – section 12.4	Pages 4-5, 20-48
<b>Financial performance</b>	<ul style="list-style-type: none"> <li><b>Summary of financial performance</b></li> </ul>	ARRs – section 13.1	Pages 15-19
<b>Governance – management and structure</b>	<ul style="list-style-type: none"> <li><b>Organisational structure</b></li> </ul>	ARRs – section 14.1	Page 11
	<ul style="list-style-type: none"> <li><b>Executive management</b></li> </ul>	ARRs – section 14.2	Pages 9-10, 56
	<ul style="list-style-type: none"> <li><b>Government bodies (statutory bodies and other entities)</b></li> </ul>	ARRs – section 14.3	Pages 68-72
	<ul style="list-style-type: none"> <li><b>Public Sector Ethics Act 1994</b></li> </ul>	Public Sector Ethics Act 1994 ARRs – section 14.4	Pages 51, 53-54, 63-64
	<ul style="list-style-type: none"> <li><b>Queensland public service values</b></li> </ul>	ARRs – section 14.5	Page 8-9
<b>Governance – risk</b>	<ul style="list-style-type: none"> <li><b>Risk management</b></li> </ul>	ARRs – section 15.1	Page 57, 61

<b>Summary of requirement</b>	<b>Basis for requirement</b>	<b>Annual report reference</b>	
<b>management and accountability</b>	<ul style="list-style-type: none"> <li>• <b>Audit committee</b></li> <li>• <b>Internal audit</b></li> <li>• <b>External scrutiny</b></li> <li>• <b>Information systems and recordkeeping</b></li> </ul>	ARRs – section 15.2 ARRs – section 15.3 ARRs – section 15.4 ARRs – section 15.5	Page 57 Pages 61-62 Page 82-83 Page 63
	<ul style="list-style-type: none"> <li>• <b>Workforce planning and performance</b></li> <li>• <b>Early retirement, redundancy and retrenchment</b></li> </ul>	ARRs – section 16.1 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	Pages 49-55 Page 55
	<ul style="list-style-type: none"> <li>• <b>Consultancies</b></li> <li>• <b>Overseas travel</b></li> <li>• <b>Queensland Language Services Policy</b></li> </ul>	ARRs – section 17 ARRs – section 34.1 ARRs – section 17 ARRs – section 34.2 ARRs – section 17 ARRs – section 34.3	Page 81 Datasets available on Open Data website Page 81 Datasets available on Open Data website Page 81 Datasets available on Open Data website
	<ul style="list-style-type: none"> <li>• <b>Certification of financial statements</b></li> <li>• <b>Independent Auditor's Report</b></li> </ul>	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.1 FAA – section 62 FPMS – section 50 ARRs – section 18.2	Provided electronically Provided electronically

FAA *Financial Accountability Act 2009*FPMS *Financial and Performance Management Standard 2009*ARRs *Annual report requirements for Queensland Government agencies*

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## Financial statements

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