

FINAL REPORT

1 JULY – 12 DECEMBER 2017



Purpose of the report

This report provides information about the financial and non-financial performance of the Department of National Parks, Sport and Racing from 1 July to 12 December 2017. 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 2017–2021 and 2016–17 Service Delivery Statements.

Public availability

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Disclaimer

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April 2018

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30 April 2018

The Honourable Dr Steven Miles MP
Former Minister for Environment and Heritage Protection and
Former 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 Final Report for the Department of National Parks, Sport and Racing for the period 1 July to 12 December 2017.

The functions of the former Department of National Parks, Sport and Racing were transferred to the departments of Environment and Science; Housing and Public Works; and Local Government, Racing and Multicultural Affairs. As a result, the future plans and priorities identified in this Final Report above will be reported by these Departments.

I certify that this Final 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 60-61 of this Final Report.

Yours sincerely



Ben Klaassen
**Designate of the former Director-General
Department of National Parks, Sport and Racing**

Message from the Director-General

I am pleased to present the final report for the Department of National Parks, Sport and Racing. As a result of machinery-of-government changes following the 2017 Queensland State election, the functions of the department have been merged into a number of other Queensland Government departments.

This report outlines the department's work program and achievements from 1 July 2017 to 12 December 2017.

During the reporting period, the department protected and managed the State's parks and forests; supported and encouraged Queenslanders to participate in physical activity; and supported the Queensland racing industry.

It played an important role in contributing to the Queensland Government's objectives and in delivering positive outcomes for Queenslanders and communities across the state.

Conservation of Queensland's protected area estate was a key priority with management of the state's parks and forests undertaken to safeguard the natural, cultural and heritage values which make them so special. The estate continued to increase with the addition of 4358ha to a number of national parks across the state including Main Range, Great Sandy and Daintree National Parks and Cooroibah Conservation Park.

The delivery of a statewide capital works and infrastructure program supported enhanced visitor experiences on Queensland's parks and forests. Renovations and improvements were undertaken at some of the state's high profile national parks as well as the department's gateway visitor centres at Mon Repos, Daisy Hill and Walkabout Creek.

The department continued its important work to protect the iconic Great Barrier Reef and its marine and island ecosystems through a proactive program of conservation and compliance activities. In addition, more than 200 public moorings and reef protection markers were installed to support the sustainable use of the reef's most popular dive and snorkelling destinations.

In Sport and Recreation, the department continued to provide opportunities for more Queenslanders to participate in a wide range of physical activities through the hugely popular Get in the Game suite of programs.

The success of the Get Started vouchers continued, assisting eligible children and young people join a sport or active recreation club continued. A further 9,300 vouchers were issued during this reporting period, bringing the total number of vouchers issued since the program began to more than 220,000.

In addition, the department provided funding to assist sport and recreation organisations and local councils develop their infrastructure to meet the needs of their communities and increase participation physical activity.

Ahead of the 2018 Gold Coast Commonwealth Games, the Queensland Academy of Sport focussed on preparing athletes for the Games by providing access to world-class coaching, training facilities and sport science research.

The department continued its work to support the Queensland racing industry through funding programs for country racing and infrastructure and the administration of relevant legislation and policy frameworks.

Finally, I would like to thank the department's Executive Management Board and employees for their professionalism, dedication and enthusiasm. The department delivered strong outcomes across a diverse portfolio, including a number of outstanding programs and services that will continue to deliver benefits to Queenslanders for generations to come.



Tamara O'Shea
Director-General

Our organisation

Our department

The Department of National Parks, Sport and Racing (NPSR) protected and managed national parks and forests and their use by all visitors; encouraged Queenslanders to participate in physical activity through recreational and sporting activities; and provided policy advice and administered 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.

The department was abolished following a machinery-of-government change made under the Administrative Arrangements Order (No. 3) of 12 December 2017.

As a result, this is the final report for NPSR. It reports on the activities and achievements of the department for the period 1 July 2017 to 12 December 2017.

The functions of Queensland Parks and Wildlife Service have become part of the new Department of Environment and Science. Responsibility for Sport and Recreation Services has been transferred to Department of Housing and Public Works and responsibility for Racing has been transferred to Department of Local Government, Racing and Multicultural Affairs.

Information about functions and activities undertaken during the reporting period of 13 December 2017 to 30 June 2018 will be reported on by these departments as part of their 2017–18 annual reports.

Our vision and purpose

The department’s vision was for Queenslanders to be enriched and connected through healthy parks and active lifestyles. Its purpose was 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 strategic direction

The department focused on achieving the following outcomes.

- Queensland’s outstanding parks and forests are protected, enjoyed and cherished.
- Queenslanders improve their health and wellbeing through lifelong physical activity and community connection.
- A cohesive, capable and agile, customer-centric organisation delivering public value.

Our service areas

The department had three service areas working towards this purpose.

National Parks

National Parks focused 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 was achieved through:

- conserving natural and cultural values on land and sea protected areas, including the Great Barrier Reef
- delivering joint field management in the Great Barrier Reef in partnership with the Australian Government
- supporting Traditional Owner partnerships and interests
- facilitating ecotourism, recreation and cultural heritage experiences
- fostering mutually beneficial partnerships and stakeholder relationships
- using contemporary approaches to promote park visitation and appreciation of nature
- regulating activities on parks and forests.

Sport and Recreation

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

- encouraging Queenslanders of all ages and abilities to participate in physical activities throughout their lives
- making sport and recreation experiences more readily available to Queenslanders by investing in places, spaces and services
- partnering with sport and recreation industry stakeholders to build capability and deliver outcomes for the community
- ensuring our sport and recreation venues provide contemporary, quality client experiences
- developing elite Queensland athletes through coaching, related support services and sport science research.

Racing

Racing focused on administering the *Racing Act 2002* and managing programs to support the Queensland racing industry. This was achieved through:

- providing policy advice to the Minister for Racing
- maintaining a legislative and policy framework that meets the expectations of the community
- providing governance oversight of statutory bodies

- administering funding programs to support country racing, the operation of training tracks and the delivery of racing infrastructure.

Our clients

The department's clients included people who visit Queensland's national parks and forests, took part in sport and active recreation, and attended 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 worked with other organisations that had a role or interest in its responsibilities. This included 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 used 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 presented a significant threat 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 placed increasing pressure on the department as it sought to maintain natural and cultural values in Queensland's land and sea protected areas.

Invasive species posed 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 targeted those pests that pose the greatest threats to protected area values and park neighbours.

The size of the protected area estate posed 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 expressed the need for improved access to the department's online services.

Thirteen free public Wi-Fi hotspots continued to be supported in key locations to provide independent travellers with access to up-to-date information and assist them with their travel plans.

The National Parks 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 had an impact 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 2016.¹ 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.²

To increase Queenslanders' participation and lifelong participation in physical activity the department's programs aimed to encourage early education, address barriers to young people's participation and support children and young people to incorporate

¹ Queensland Health 2016, 'The health of Queenslanders 2016', p. 93
https://www.health.qld.gov.au/__data/assets/pdf_file/0017/537101/c-ho-report-complete.pdf, accessed June 2017

² Queensland Health 2016, 'The Health of Queenslanders 2016', p. 97
https://www.health.qld.gov.au/__data/assets/pdf_file/0017/537101/c-ho-report-complete.pdf accessed June 2017

physical activity into their daily routine, carrying these behaviours into adulthood.

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

In response, the department focussed 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.

Data continued 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. For example, Queensland Health data showed that 40% of women do not undertake enough physical activity to derive a health benefit.

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 continued to rise, along with the quantity of flexible options through which people can engage in sports. Queenslanders showed an increase in general interest in fitness and participating in physical activities in the lead up to the 2018 Commonwealth Games.

This is also true of high frequency sports participants, who reported being more motivated to continue

participating in sports because of the impending 2018 Winter Olympic Games in South Korea.

Queensland continued 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, continued to play a role in increasing visitation to, community awareness of, and partner support for, protected areas and their management. Targeted channel management strategies played 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 was 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 delivered an increasing revenue stream. However, such growth placed additional pressure on the department to provide appropriate visitor facilities and amenities and manage compliance issues.

All of Queensland's protected areas are the traditional country of Aboriginal Peoples or Torres Strait Islanders with native title existing over the majority of the protected area estate.

Contemporary legislative and policy frameworks

The protected area estate includes more than 13 million hectares of terrestrial reserves, which encompassed approximately 8% of Queensland's land area. The estate also includes 72,000km² of state marine parks; 348,000km² of the Great Barrier Reef Marine Park; and 12,000km² of declared fish habitat areas. Through protection and management of these areas, the department and its partners directly contributed to the protection of many of the state's most precious natural and cultural landscapes, ecosystems and species.

The Queensland Government set 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

³ 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

dedications in Cape York and new parks across the state.

The formal recognition of native title over the estate most often requires special management arrangements to address the requirements of the *Native Title Act 1993* (C'th) and implementation of formal arrangements between the State and native title holders. Traditional Owners have freehold ownership and statutory joint management responsibilities of an estimated 21% of Queensland's protected areas (approximately 2.07 million hectares).

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 were in place across the state.

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

Changes to the eligibility criteria for Natural Disaster Relief and Recovery Arrangements (NDRRA) funding in recent years 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 were in place to protect against the financial burden of disasters, with processes in place to seek further funding if a disaster exceeded the financial capacity of the department (the NDRRA is one of these).

Sustainably managing resource-use industries remained a challenge, and the department focussed on working effectively with government, business, industry, Traditional Owners and community groups to ensure a sustainable, risk-based approach that supported the economy and maintains natural values.

The department invested in a values based management framework, to increase the transparency and accountability of its management to better align its planning, resource allocation, operational management and monitoring activities.

The Queensland Government set 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 supported this objective by 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 was an underlying principle for the department in providing Queensland-focused solutions to boost participation in sport and recreation.

Partnerships across government, community and the commercial sector were 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 worked 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 supported a number of initiatives such as *'Play By The Rules'*, a program of work to promote safety and fair play in sport; national working groups to drive sport and 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 worked with industry and the community to deliver services to increase participation in sport and recreation. With a significant portion of the Sport and Recreation budget focussed on grant funding, the department invested in grassroots sport and recreation organisations; local, regional and remote communities' sport and recreation infrastructure; and other industry partners to enhance statewide capabilities and deliver quality sport and recreation services.

On 12 December 2017, NPSR was abolished following a machinery-of-government change. As a result, the future plans and priorities identified above will be reported on in the annual reports for the departments of Environment and Science; Housing and Public Works; and Local Government, Racing and Multicultural Affairs.

Our contribution to Queensland Government objectives

The department contributed 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 were 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) provided high level advice and support to the Director-General in meeting legislative obligations. The EMB also established strategic priorities and provided 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 during the reporting period and reviewed the department's strategic direction, examined strategic issues in depth, and considered Cabinet business.

As at 12 December 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 ensured the department's strategic direction and objectives were aligned with the Queensland Government's priorities.

As Director-General, Tamara held primary responsibility for planning activities, resource decisions, policy initiatives, and risk management. She also led collaboration within the department and across government, as well as engagement and liaison with the department's key customers and stakeholders.

Tamara was a Queensland Government Community Champion for the Pormpuraaw community in Cape York. She was 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 led 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 was 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 has included 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.

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

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

Paige Ridgewell
Deputy Director-General, Sport and Recreation Services

Paige 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 contributed to building the capability and capacity of the Sport and Active Recreation industry.

Paige has more than 30 years' experience in the sport and recreation industry as an athlete, coach and administrator.

Since joining the Queensland Government in 1993, Paige has held positions in program development and delivery, infrastructure development, industry consultancy and capacity building, land use planning, research, governance, legislation and policy. During her public service career, Paige has worked across a number of portfolios including main roads, racing, infrastructure and planning, national parks, sport and recreation.

Rob Lawrence
Deputy Director-General, Corporate Services

Rob was responsible for leading the delivery of corporate services within the department under the Business and Corporate Partnership model. These services included 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 involved leading the delivery of corporate performance and reporting, integrity and governance frameworks. These services enabled the six government departments to embed good governance and meet their legislative obligations.

Brad Lang
Chief Finance Officer

Brad provided strategic leadership on the financial management of the department. This included 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.

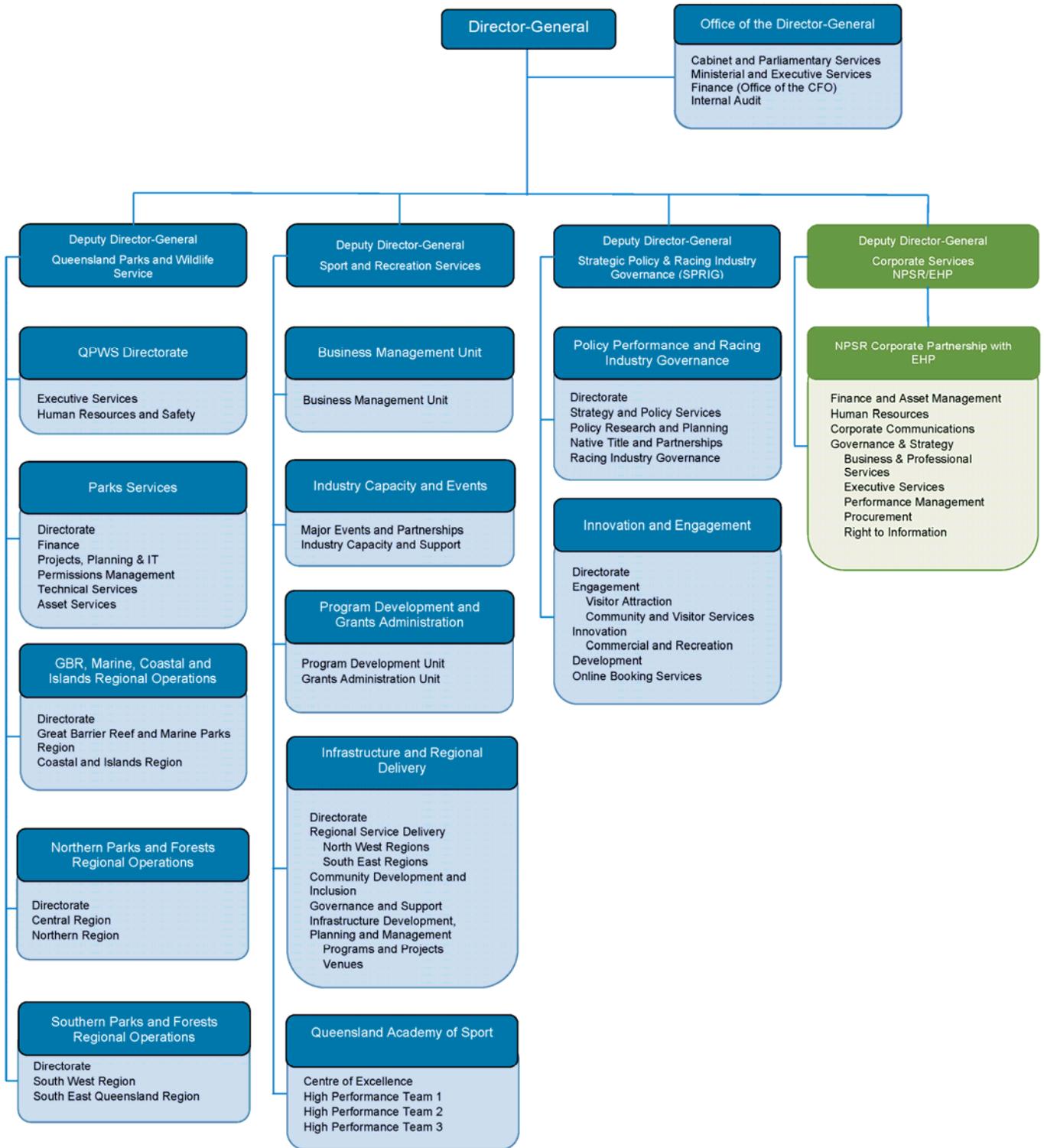
Peter Tones
Director, Office of the Director-General

Peter provided advice to the Director-General on public administration and departmental policy matters. He was 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 such as 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



Our finances

Financial highlights

The Department was abolished on 12 December 2017 and as a result the current reporting period is 1 July 2017 – 12 December 2017. The Department reported a 2017-18 Operating Surplus of \$3 million predominantly driven by 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 receipted external grant revenues compared to the expenditure they fund, or the impact of revaluation of the department’s property, plant and equipment.

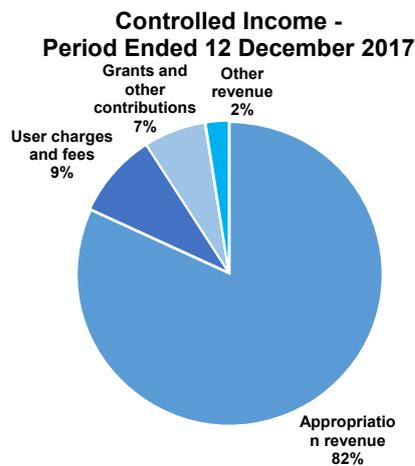
Financial statements

The financial statements are formal records of an organisation’s financial activities and provide an overview of the department’s financial performance and position. 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.

Financial Summary	Period Ended	Year Ended
	12 December 2017	30 June 2017
	Actual	Actual
	\$'000	\$'000
Total income	190,115	361,056
Total expenses	187,158	388,334
Operating surplus (deficit) for the year	2,957	(27,278)
Total assets	4,927,233	4,896,981
Total liabilities	70,062	42,712
Net assets	4,857,171	4,854,269

Income

The total income for the period ended 12 December 2017 amounted to \$190.1 million. Income is predominantly sourced from Queensland Government appropriation revenue (\$155.3 million), Commonwealth, State and Local Government grants (\$12.5 million) and revenue generated from user charges i.e. licencing and permit fees in National Parks and provision of recreation services (\$17.1 million).



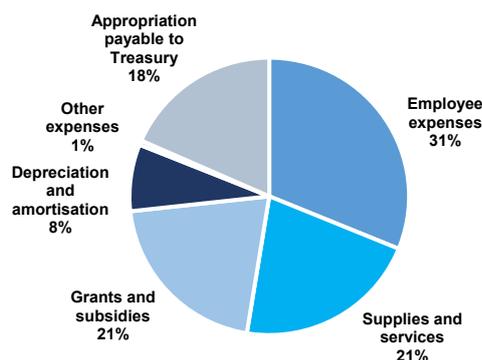
Expenses

Total expenses for the reporting period were \$187.2 million.

The department's largest expense for the period was employee expenses of \$58.3 million primarily for the payment of staff wages and associated on-costs.

Other major expenses included supplies and services of \$40.1 million for expenditure on goods and services to support the department's operations and service delivery; grants and subsidies expense (comprised of \$4.6 million for National Parks, \$27.7 million for Sport and \$6.2 million for Racing); appropriation payable to Treasury of \$34.5 million and depreciation and amortisation expense of \$14.6 million.

**Controlled Expenses -
Period Ended 12 December 2017**



Assets

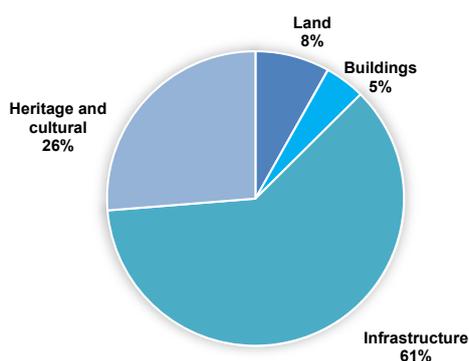
The department held an extensive asset portfolio valued at \$4.8 billion, predominantly relating to property, plant and equipment including \$2.9 billion infrastructure assets and \$1.2 billion heritage and cultural assets as set out below.

Property, plant and equipment	December 2017 \$000	June 2017 \$000
Land	385,295	383,977
Buildings	208,700	216,806
Infrastructure ¹	2,907,190	2,912,790
Heritage and cultural ²	1,248,539	1,246,986
Plant and equipment	25,780	26,306
Assets under construction	31,421	25,248
Total	4,806,925	4,812,113

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.

**Property Plant and Equipment
12 December 2017**



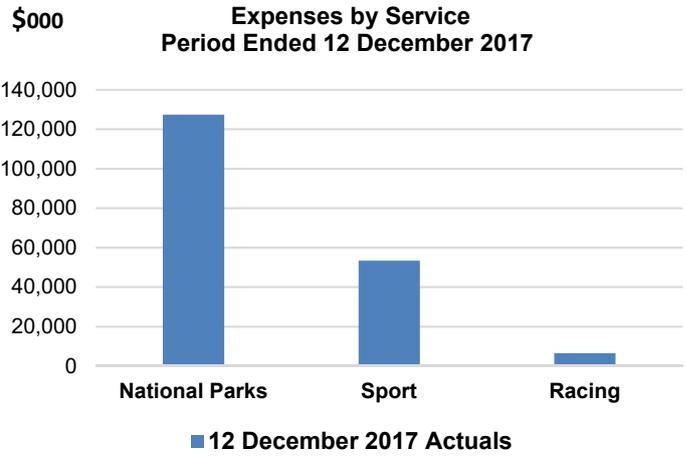
Liabilities

The department's liabilities of \$70 million include amounts owed to suppliers, amounts owing to employees for leave entitlements and debt. It also includes \$15.2 million for the management of the Curtis Island Environmental Management Precinct and \$34.5 million appropriation payable to Queensland Treasury as a result of a difference in the timing of expenditure against appropriation. Total liabilities for the department are consistent with past trends.

Services

The cost of providing our services compared are set out below.

Expenses by Service	12 December 2017 Actuals \$000
National Parks	127,359
Sport	53,359
Racing	6,440
Total Expenses	187,158



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 grants provided to Stadiums Queensland to support the maintenance and operation of its international standard sporting and entertainment facilities.

In 2017-18 the Queensland Government, through the department administered accounts, provided funding of \$31.7 million to Racing Queensland, the Queensland Racing Integrity Commission and Stadiums Queensland.

Our performance

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

The department met its objectives by:

- 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 tourism infrastructure
- providing protected area services with Traditional Owners, including the implementation of joint management plans and land use agreements
- managing parks and forests permissions, including administering permits and authorities for tourism, infrastructure and sustainable resource use, and working to deliver a streamlined permit system
- delivering field management in the Great Barrier Reef in partnership with the Australian Government.

Key performance indicators

- Departmental Great Barrier Reef Field Management Program key performance indicators met.
- Number of cooperative arrangements in place with Traditional Owners.
- Fire and pest management program targets achieved.
- Park visitation rates including 1.4 million overnight camper stays per annum.
- Customer satisfaction with parks and forests experiences.
- Values-Based Park Management Framework targets achieved.

Service standards and other measures	Notes	2017–18 target/estimate	Achieved (as at 31 December 2017)
Percentage of the Protection and Wildfire Mitigation Zones fuel management treatment target achieved on Queensland Parks and Wildlife Service (QPWS) managed estate to protect life and property	1, 2	90%	85%
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, 3	632,000 hectares (ha)	225,411ha
Number of overnight camper stays hosted on national parks and forests	3	1.4 million	782,078

Notes:

1. This service standard focuses on protecting key community interests from the threat of wildfire, through planned burning and other fuel management treatments (including mowing, slashing and mulching), prioritising specifically identified critical areas close to residences and other urban zones. It measures the effectiveness of QPWS's fire program in meeting its legislative and social obligations to protect life and property.
2. Unfavourable planned burn conditions and the transition to the spring/summer fire risk period impacted delivery of planned burns in many areas.
3. This service standard reflects the 2009 Victorian Bushfires Royal Commission recommendation that a 5% target for prescribed burning of the state should be established.
4. This service standard measures how effectively the department achieves the National Parks service area objective of facilitating access to ecotourism, recreation and heritage experiences in parks and forests. Performance exceeded the half-year target of 700,000.

Our program of work

Protected area legislation

During the reporting period, the department held responsibility for the:

- *Nature Conservation Act 1992* as it related to the custody and management of the protected area estate (excluding nature refuges) and forest reserves
- *Marine Parks Act 2004*
- *Recreation Areas Management Act 2006*
- *Forestry Act 1959* as it related to the custody and management of State forests and timber reserves not part of the Plantation Licence Agreement held by HQPlantations
- *Fisheries Act 1994* as it related to Fish Habitat Areas

This legislation provided a comprehensive framework for the conservation, management and use of the lands and waters of Queensland to which it relates, including protected areas, State forests, recreation areas, marine parks and fish habitat areas.

The legislative framework, and the policies developed to support it meet community expectations that the State protect the environment, whilst also providing opportunities for the enjoyment and sustainable use of these lands and waters. The framework also facilitates the achievement of a number of Australia's international commitments such as the International Convention on Biological Diversity, the protection and management of Queensland's five World Heritage Areas and the five wetlands listed under the RAMSAR convention which are recognised as internationally important, particularly for migratory birds.

During the reporting period, the department responded to emerging trends and issues by making the following legislative amendments and policy developments.

- Remake of the Marine Parks Regulation 2017 and Marine Parks (Great Sandy) Zoning Plan 2017 to support the ongoing conservation and management of state marine parks.
- Remake of the Nature Conservation (Protected Areas Management) Regulation 2017 and the Nature Conservation (Administration) Regulation 2017 to ensure their continued application for Queensland's protected area management and other relevant activities.
- Remake of the Recreation Areas Management Regulation 2017 to ensure continued management of recreation areas in Queensland.
- Updated marine park application processes to support a new permission system and online permits portal for jointly managed State and Commonwealth Marine Parks in the Great Barrier Reef World Heritage Area.

- Revised the *Fish Habitat Area Code of Practice – The lawful use of physical, pesticide and biological controls in a declared fish habitat area*. This Code of Practice ensures that pest management activities undertaken in declared Fish Habitat Areas minimise the impacts on fish and fish habitats.
- Undertook a major revision of the State Development Assessment Provisions relating to declared Fish Habitat Areas, and prepared a package of supporting material including the [Guideline: State Development Assessment Provisions State Code 12: Development in a declared Fish Habitat Area](#) and *Accepted Development Requirements for operational work that is completely or partly within a declared Fish Habitat Area*. This work supported the revision of the State's planning and development assessment framework.

Protected Area Strategy

The department, in conjunction with the former Department of Environment and Heritage Protection, continued to develop the Protected Area Strategy, to expand and effectively manage the state's protected area system.

During the reporting period, the department entered into a collaborative research agreement with the University of Queensland to estimate the contribution of protected area tourism to the Queensland economy, and the economic value of protected area recreation for visitors.

Protected area tenure, classification and zoning

The department provided 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.

During the reporting period, additions totalling 4358ha, were made to 12 parks including Main Range, Great Sandy and Daintree national parks and Cooroibah Conservation Park.

Protected area management planning

Park-level management instruments, management plans and statements, guide the effective management of national parks and other protected areas.

As at 12 December 2017, all new 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.

During the reporting period the department approved a new management instrument for one of

Queensland's iconic parks, Hinchinbrook Island national park. Management instruments were also progressed for several of Queensland's iconic parks including the Great Sandy, Carnarvon, Boodjamulla, Lamington, Whitsunday and Daintree national parks.

Volunteering

Individuals and community groups volunteered their skills and expertise to help the department manage national parks. During the reporting period, more than 150 volunteer programs and community partnerships operated in more than 110 parks and forests. More than 1000 registered volunteers contributed an estimated 96,000 hours (approximately 12,000 days) to deliver activities including pest management, revegetation, research, interpretation, track maintenance, marine animal stranding response and campground hosting.

Fire management

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

During the reporting period, QPWS implemented 67 planned burns over 225,411 ha of QPWS managed lands with a particular focus on improved hazard mitigation ahead of the fire season. QPWS responded to 141 wildfires which affected 284,783 ha of QPWS managed areas.

Of these planned burns 57 were for hazard reduction purposes (39% of all burns undertaken on QPWS managed lands). This contributed to the department's annual Protection and Wildfire Mitigation Zones target for protecting life and property.

QPWS collaborated with Queensland Fire and Emergency Services through their Area Fire Management Groups and by using its Redi-Portal bushfire risk hazard mapping system to support the delivery of planned burn operations to mitigate bushfire risk in key urban interface areas.

QPWS maintained a well-trained and equipped workforce to manage fire on parks and forests, with 408 fire-trained staff and a fire fleet that included 207 slip-on fire units, predominantly light attack 4WD fire vehicles.

During the reporting period QPWS delivered six enhanced fire training courses to 63 ranger staff, with training targeting operational fire roles such as fire crew leader and type 1 incident control, and training in QPWS's fire planning and reporting system (FLAME).

Pest management

The department worked closely with neighbouring landholders, other Queensland Government agencies, local governments and conservation partners to

deliver effective and collaborative pest management.

During the reporting period, approximately \$2.7 million was invested to manage pests, including more than \$400,000 for Strategic Pest Management Program projects targeting priority pests. Key outcomes included a reduction in the impacts of weeds on riparian zones and wetlands, and of predators on populations of threatened fauna.

The Pests on Priority Parks initiative targeted specific pests to protect the key values on 10 of the state's most iconic protected areas. Pests included weeds, such as Madiera and rubber vine, giant rat's tail grass and bitou bush, and feral species such as goats, wild dogs and pigs. Funding was provided to reduce the impacts of leafhopper infestations on the health of coastal *Pandanus* trees in iconic locations.

QPWS also worked on collaborative projects including the Queensland Feral Pest Initiative project which evaluated alternative broad-scale control tools and strategies for feral cats to protect native wildlife and, in particular, the endangered greater bilby and bridled nailtail wallaby.

Species and ecosystems conservation, recovery and restoration

During the reporting period, the department prioritised QPWS management actions to support the recovery of significant species and ecosystems. These programs achieved positive outcomes as a result of collaborations with volunteers and/or partnerships with universities, catchment management groups, special interest groups and neighbouring landholders. At Taunton National Park Scientific and surrounds, actions were taken to provide drought relief measures and to manage predators (cats, wild dogs) and weeds which were impacting on the sole remaining wild population of the endangered bridled nailtail wallaby. The annual survey conducted in October 2017 showed that the core bridled nailtail wallaby population had doubled since 2016 and was the fifth consecutive year of population growth.

During the reporting period, QPWS authored three scientific papers, reports (unpublished) and gave conference presentations on subjects including:

- Status and threats to the Mount Etna Caves National Park (NP) population of the endangered ghost bat (*Australian Mammalogy*).
- Habitat characteristics of the highly restricted (Kroombit Tops and Blackdown national parks). vulnerable, silver-headed antechinus and implications for management (*PLOS ONE*).
- Observations on dingo predation (*Australian Mammalogy*).
- Wetland rehabilitation.
- Managing buffel grass to restore threatened ecosystems.
- Acoustic survey and monitoring for conservation management of significant species (Kroombit

tinker frog, night and ground parrots, and seabirds).

Nest to Ocean Turtle Protection Program

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

During the reporting period, three projects were completed and six were ongoing.

Since the program commenced, the predation of turtle nests, on beaches with projects funded through the program, has been reduced from an estimated 70–100% in 2014 to 7% in 2017, demonstrating the effectiveness of targeted predator control and exclusion activities at turtle rookeries.

Traditional owners, Indigenous Land and Sea Ranger groups, community volunteers and natural resource management bodies all contributed to turtle monitoring and predator control activities.

The department, in conjunction with the Department of Environment and Heritage Protection and Network TEN, developed a one-hour documentary highlighting the work of the Nest to Ocean Turtle Protection Program in the western Cape York and at Mon Repos. The documentary aired on 29 October 2017.

Fraser Island dingo management

The Fraser Island Dingo Conservation and Risk Management Strategy helped guide QPWS's contribution towards 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.

During the reporting period, the Be Dingo-Safe messaging was reinforced through a range of activities including face-to-face briefings, appropriately located signage, the distribution of factual information and brochures, the department's website and through social media.

Signs warning visitors of temporary dingo behaviour that was more aggressive than usual were installed at popular visitor sites, when the potential for adverse human-dingo interaction was identified. Temporary camp zone closures were implemented, particularly along the eastern beach, to reduce negative human-dingo interactions.

Parks and forests asset management

The QPWS capital works program provided infrastructure, facilities, plant and equipment critical to the management, enjoyment and protection of parks and forests. During the reporting period, QPWS spent \$10.1 million on projects including:

- revitalising the state's high profile national parks, by upgrading critical and ageing infrastructure to

enhance visitor experiences and boost ecotourism opportunities. This included preliminary works on two major projects for ecotourism and visitor facilities at Whitsunday Island and Noosa National Parks

- moorings and reef protection markers for improved tourism and recreation use of the Great Barrier Reef
- first stage works on the Mon Repos Turtle Centre redevelopment
- improved facilities at the Daisy Hill Koala Bushland precinct in preparation for the Gold Coast 2018 Commonwealth Games.

In addition to new works, the maintenance of existing infrastructure on protected areas contributed to the protection of parks' areas and enhanced the quality of visitor experiences. QPWS used 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. Overall infrastructure maintenance funding on the QPWS estate was benchmarked against minimum standards as recommended in the Queensland Government Maintenance Management Framework.

Partnerships in conservation

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

The department worked with a number of partners, including BHP, on the Raine Island Recovery Project to protect and restore the island's critical habitat to ensure the future of key marine species, including green turtles and seabirds.

During the reporting period, 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 and allow re-population of bilbies into the predator proof enclosure.

The department also worked in partnership with the Australian Wildlife Conservancy to protect endangered wildlife at Diamantina and Astrebla Downs National Parks in western Queensland and at Mount Windsor, Mount Spurgeon and Mount Lewis National Parks in the wet tropics. The department 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.

Great Barrier Reef Joint Field Management Program

The Great Barrier Reef Joint Field Management Program was 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 2017–18 annual business plan and five-year business strategy are aligned with the Reef 2050 Long-Term Sustainability Plan. During the reporting period, the department assisted with the protection of important marine and island ecosystems and to maintain the reef's popular natural tourism destinations. Actions 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 available for use by tourists and local residents.

Reef Protection Program expansion project

As part of the Queensland Government's Significant Regional Infrastructure Projects Program (SRIPP), QPWS invested \$2.375 million in an expanded public mooring and reef protection program in the Great Barrier Reef World Heritage Area during 2016–2019.

These funds were used to build upon the existing network of public moorings and reef protection markers, collectively referred to as the Reef Protection Program. In late 2017, 60 new public moorings and 40 new reef protection markers were installed in the Whitsundays, providing much needed additional protection for these reefs affected by Tropical Cyclone Debbie. As at 12 December 2017, a total of 200 public moorings and more than 200 reef protection markers were in place along the Great Barrier Reef coastline.

Public moorings and reef protection markers help protect and provide for the sustainable use of the reef's most popular dive and snorkelling destinations.

Crown-of-thorns starfish

Outbreaks of crown-of-thorns starfish (COTS) 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 COTS are responsible for almost half of this decline.⁴

During the reporting period, COTS surveys continued

south of Cairns to Townsville, and at Swain Reefs in the southern Great Barrier Reef, building on comprehensive survey work conducted in the previous reporting period. From September to December 2017, the Field Management Program undertook 2,955 manta tows covering 605 kilometres, and 675 Reef Health Impact Surveys. Of the 61 target locations surveyed for COTS, 50 were identified as having populations above outbreak threshold levels.

The department also supported the Great Barrier Reef Marine Park Authority's COTS control program, by conducting surveillance at remote locations not visited by the control program's vessels. The Field Management Program helped to maintain and promote live coral cover through the lethal injection of 14,460 COTS on Gator Reef in the southern Great Barrier Reef.

Raine Island Recovery Project

Raine Island is a remote coral cay at the northern end of the Great Barrier Reef that 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 committed \$5.495 million through the GBRF and the department committed more than \$2.5 million in-kind support through the Field Management Program.

For the period 1 July to 12 December 2017, five working trips and one delegate trip 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 350 metre of cliff top fencing (bringing the total to 1,500 metres) to further reduce adult turtle mortality from cliff falls, and a trial of artificial nesting boxes for red-tailed tropicbirds.

⁴ 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,

The project facilitated the employment of Traditional Owners for 146 days to assist in delivering on-ground works. The project team 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

For the period 1 July to 12 December 2017, 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.

For the period 1 July to 12 December 2017, compliance activities focussed on maintaining the integrity of the zoning plan and World Heritage values and encouraging user compliance. This included 451 days dedicated to compliance patrols on vessels, 6 land-based days and 34 flight-based days. There were 680 offences reported in this period—resulting in 68 infringement notices, 5 State infringement notices, 54 caution notices, 142 advisory letters, 13 warning notices and 25 offences prosecuted.

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 2018.

Queensland Ecotourism Plan and ecotourism facilities

National parks and marine parks are a significant contributor to the Queensland ecotourism economy.

The department continued to deliver ecotourism facilities on national parks through the *Queensland Ecotourism Plan 2016–2020* (QEP) and the *Ecotourism Facilities on National Parks Implementation Framework* (Implementation Framework). These documents set the vision and guiding principles for ecotourism on national parks, providing a robust and transparent model for assessment and approval of ecotourism proposals.

The department, in conjunction with partner agencies, delivered on various actions outlined in the QEP, and progressed ecotourism proposals under the Implementation Framework.

Visitor attraction and communication

The department supported 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.

The Queensland Parks and Forests Marketing Strategy 2017–20 was developed to support ecotourism objectives, with a focus on World Heritage areas; increased visitation (with a focus on camping in under-utilised sites); increased advocacy for parks and forests; and to facilitate mutually beneficial partnerships.

During the reporting period, the department commenced the development on 2018 marketing campaigns and promoted national parks visitation through a presence at key events such as the Caravan, Camping and Touring Supershows held in Brisbane.

The department used 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:

- Daisy Hill Conservation Park management signs
- Byfield, Capricorn Coast and Boodjamulla national parks—sign audits and plans
- Be Pest Free communications campaign collateral
- Pallarenda Conservation Park—replacement of damaged interpretive sign.

During the reporting period, the department implemented the QPWS digital marketing strategy and strengthened engagement with national parks' customers through Facebook, Instagram and YouTube. In September 2017, a new Find-a-Park website application was launched, offering a detailed map and visual content for 34 high-visitation parks and forests, including camping, attraction and journey information, and has been positively received by consumers.

Daisy Hill koala bushland

Following the release of the final Daisy Hill Koala Bushland Directions Paper and the Daisy Hill Koala Bushland Action Plan in June 2017, the department began preparing a statutory management plan in consultation with the community and local councils. The plan will guide the area's management, use and enjoyment over the next 10 years. The Queensland Government has committed \$3.3 million to guide future planning and design works and investment and deliver key improvements in the lead up to the Gold Coast 2018 Commonwealth Games.

Commercial tourism authorities on parks and forests

The department supported tourism through administration of permits and agreements for tourism activities including guided tours, tag-along tours, organised events and whale watching. During the reporting period the department processed 68 commercial activity permits, 5 commercial activity agreements, 23 apiary permits, 15 organised event permits, six scientific/education permit and 36 marine park permits across Queensland.

The Queensland Eco and Sustainable Tourism (QuEST) policy is 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.

During the reporting period, the department commenced QuEST implementation on Moreton Island and continued discussions with commercial tourism operators on the impact of QuEST on their businesses.

Gateway visitor centres

The department undertook key capital and operational initiatives at its three Gateway Visitor Centres—David Fleay Wildlife Park; Mon Repos Turtle Centre and Walkabout Creek Discovery Centre.

At Walkabout Creek Discovery Centre, an ecotourism operator continued to provide hire services for paddle craft, mountain bikes and mini-Segways. In response to the increasing popularity of the centre, planning commenced for additional on-site car parking, a pedestrian and activity trail linked to the adjacent Translink Park'N'Ride and improved universal access.

At David Fleay Wildlife Park, visitor attraction strategies resulted in an increase in visitor numbers and the department delivered an expanded range of educational programs. David Fleay Wildlife Park partnered with local business and tourism operators to deliver premium tourism experiences to the park and adjacent Tallebudgera Creek. In response to increased visitation, planning began for a new covered café deck.

The Mon Repos Turtle Centre was a signature tourism destination for the Bundaberg area. The department commenced a \$10 million redevelopment of the centre, funded through the Significant Regional Infrastructure Projects Program. The redevelopment design was completed and the main building construction tenders were under evaluation, with construction planned for early 2018.

Ex-HMAS *Tobruk*—from wreck to reef

During the reporting period, the department continued with preparations to transform the ex-HMAS *Tobruk* into an artificial reef and world-class dive site.

A contractor was appointed to prepare the ex-HMAS *Tobruk* for scuttling in Wide Bay waters between Hervey Bay and Burnett Heads.

A dive design advisory panel, which included community members and tourism industry representatives, was established to provide advice on dive design including depth and orientation of the wreck, diver access points and safety considerations.

A community open weekend held in September 2017 attracted approximately 1600 people who had the opportunity to walk the outer decks of the ship.

The ex-HMAS *Tobruk* is scheduled to be scuttled in June 2018 and open for public access in late 2018 and will provide ongoing economic benefit and jobs for the Wide Bay area.

Recreational activities on parks and forests

The department supported 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, white water rafting, trail-bike riding and rock climbing.

During the reporting period, 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 Atherton Forest, Davies Creek and Smithfield Mountain Bike Parks in State Forests and Conservation Parks near Cairns and Atherton.

The department progressed significant recreational initiatives including hosting the September 2017 Union Cyclist Internationale Mountain Bike World Championships at the Smithfield Conservation Park (near Cairns).

The department worked collaboratively with stakeholders to:

- prepare for the May 2019 International Rafting Federation World Rafting Championships in Tully Gorge National Park (South of Cairns)
- progress and renew a collaborative recreation partnership agreement with Tablelands Outdoor Recreation Association.

QPWS staff supported the growing diversity of recreational activities on parks and forests by attending Queensland Outdoor Recreation Federation forums, including in Cairns, Brisbane and Toowoomba.

Cooperative management arrangements with traditional owners

The department recognised native title interests and formed partnerships with Traditional Owners and worked cooperatively with them in the management of protected areas for the conservation of nature.

During the reporting period, the department supported consent determination negotiations for the resolution of native title claims over protected areas. In November 2017, a Protected Area Indigenous Land Use Agreement was signed with the First Nations of Bailai, Gooreng Gooreng, Taribelang Bunda People, paving the way for consent native title determination of country between Bundaberg and Gladstone. Other claims which were being progressed during the reporting period covered the traditional country of the Quandmooka, Yuwibara, Girramay, Widi, Kabi Kabi and Nywagi Peoples. QPWS was well advanced in implementing cooperative management arrangements over certain parks to ensure the interests of Traditional Owners and the interests of the community coexisted.

The department recognised the importance of investing in the cultural competency of staff and developing strong working relationships with Traditional Owners. The department's cultural capacity building program was revised to promote stronger working relationships and partnerships between Traditional Owners and departmental staff.

North Stradbroke Island joint management

The department jointly managed Naree Budjong Djara National Park (NBDNP) and other protected areas on North Stradbroke (Minjerribah) and Peel (Teerik Roo Ra) Islands with the Traditional Owners, the Quandamooka people, under an Indigenous Land Use Agreement and Indigenous Management Agreement. This arrangement provided for the Quandamooka people to be jointly involved in park management decisions on Aboriginal land and recognised their ability to sustainably exercise their native title rights and interests while ensuring natural and cultural values of the land were protected.

During the reporting period, joint management activities included collaborative management of budgets, park operations, and cultural heritage and community projects. Joint management funds provided labour grants and contracts for QYAC staff and community ranger development programs on country. Specific projects included upgrades to fire management tracks, ecotourism improvements, interpretative signage in the Karboora (Blue Lake) section of NBDNP and the construction of a six metre vessel (named Joongarra) to access joint management areas by water.

Cape York Peninsula joint management

During the reporting period, QPWS and the relevant Aboriginal Corporations and Land Trusts jointly managed the 28 national parks (CYPAL) through regular meetings and through direct and indirect employment of Traditional Owners in park management. QPWS staff participated in cross-cultural training programs developed and delivered by Traditional Owners. Traditional Owners employed by QPWS, Aboriginal Corporations and Land Trusts completed accredited training courses relevant to park management. Traditional Owners and QPWS staff jointly conducted fieldwork in natural and cultural resource management and surveys.

Management of grazing on QPWS managed lands

As at 12 December 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 lawful grazing that occurred on State forest areas prior to their transfer to national park.

During the reporting period, the department managed legacy grazing on national parks and grazing on other QPWS managed areas in accordance with government policy and the management principles of the underlying tenure. The department worked with authority holders in relation to leases and permits issued for agricultural, grazing or pastoral purposes on national park, conservation park, resources reserve, State forest, timber reserve and forest reserve.

Management of resources and utilities authorities

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

While mining, gas and petroleum activities are not permitted on national parks, resource sector activities can be conducted on some other classes of land managed by the department, including State forests and resources reserves. The construction and operation of community infrastructure (for example water; sewage; communication and electricity infrastructure) can also be permitted on parks and forests in certain circumstances.

During the reporting period, the department assessed proposed works, and administered authorities that were issued for these activities. The department worked with authority holders and other stakeholders

to ensure that all works were conducted in an environmentally sustainable manner, and in accordance with authority conditions.

Outcome 2 Queenslanders improve their health and wellbeing through lifelong physical activity and community connection

The department met its objectives by:

- Developing and delivering a suite of funding programs to support community sport and active recreation needs.
- Providing education and training programs that contribute to building the capacity of the sport and recreation sector.
- Providing resources for parents, carers and teachers aimed at encouraging all Queenslanders, particularly young people, to be more physically active.
- Managing purpose-built sport and active recreation facilities, including the Queensland Recreation Centres.
- Developing and supporting elite athletes at the Queensland Academy of Sport.

Key performance indicators

- Queenslanders' participation in physical activity.
- Evaluation results and feedback on programs and services delivered.
- Utilisation rates of departmental sport and recreation venues.
- 25% representation of Queensland Academy of Sport athletes in national teams.

Service standards and other measures	Notes	2017–18 target/estimate	Achieved (as at 31 December 2017)
Community support			
Participants' overall satisfaction with the department's education and training programs	2	90%	96%
Percentage of young people redeeming a Get Started voucher who have not played club sport before	1, 3	15%	20.3%
Grant monies paid as a percentage of the total grant budget	1, 4	80%	72%
Facilities			
Utilisation of Queensland Recreation Centres accommodation facilities	5	42%	43%
Queensland Recreation Centres operational bed cost per night	6	<\$45	\$46
Queensland Academy of Sport			
Percentage of athletes selected for national teams supported by the Queensland Academy of Sport	7	25%	34%
Co-contribution ration of partnership investment to the Queensland Academy of Sport investment in grants research projects	8	1:1	1:3.1

Notes:

1. This is a year-to-date result as at 12 December 2017.

2. 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.
3. This service standard measures the effectiveness of the Get Started Vouchers program. The result is for the 2017 calendar year, representing Get Started Vouchers rounds 9 and 10.
4. 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. Performance is calculated using the total grant funding delivered to clients divided by the total grant budget (within administrative guidelines). This measure captures the grants programs that are delivered as part of the ongoing core suite of Sport and Recreation business and does not include funding for one-off grants, pilot project grants, sponsorships or scholarships. This is a year-to-date result as at 12 December 2017. Progress was impacted by delays in the construction of approved capital infrastructure projects.
5. This service standard measures the effectiveness of the Queensland Recreation Centres, located at the Sunshine Coast (Currimundi) and the Gold Coast (Tallebudgera), in achieving maximum utilisation of accommodation facilities. Performance is calculated using the operational bed nights occupied as a percentage of total available operational bed nights. The target takes into consideration, amongst other items, occupancy standards that apply to school and non-school use and reflect acceptable social norms of shared accommodation, such as gender and age mix.
6. This service standard measures the efficiency of the Queensland Recreation Centres in providing accommodation facilities to schools, sporting groups and the wider community. Performance is calculated using total recreation centre costs (including employee expenses and supplies and services) less highly variable and non-related costs (such as building maintenance, program and leisure centre staff, and catering), divided by operational bed night occupancy, to provide operational bed cost per night. The target takes into consideration, amongst other items, occupancy standards that apply to school and non-school use and reflect acceptable social norms of shared accommodation, such as gender and age mix.
7. This service standard measures the effectiveness of the Queensland Academy of Sport (QAS) in achieving its goal to have Queensland athletes represented in national teams. A higher than expected number of athletes were selected for national swimming teams.
8. This service standard measures how effectively QAS grant research resources are leveraged to form successful grant research partnerships, to achieve greater research outcomes. Six agreements were signed during the reporting period.

Our program of work

Encouraging physical activity

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

During the reporting period, the department undertook external evaluations of eight of its programs including:

- Geographic Information system—sporting infrastructure pilot
- Get Active Queensland Accreditation Program
- Young Athletes Travel subsidy
- Building Active Communities Workshops
- Queensland Recreation Centres—Themed Programs
- Queensland Recreation Centres—Coast Club

These evaluations are designed to improve policies, programs, and operations to enhance service delivery outcomes and encourage and support Queenslanders to participate in physical activity.

A new research project was undertaken through the Australian Sports Commission as part of a larger Australian study. *Indigenous Australians' participating in sports and physical activities: Queensland* provided valuable information on Indigenous involvement in sports and recreation and the barriers to participation.

During the reporting period, the department undertook 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 was designed to ensure that the policy outcome was informed by stakeholder consultation and a cost of benefit analysis.

The department administered the legislation which governs Stadiums Queensland and Mt Gravatt Showgrounds Trust and established their statutory obligations, responsibilities and powers.

The department also undertook research on policy options to reduce cost barriers to children's participation in sport to inform the design of sport and active recreation programs and services.

Lifelong participation in physical activity

During the reporting period, the department focused on supporting lifelong participation in physical activity, particularly for young Queenslanders and women and girls.

In July 2017, \$125.5 million in funding was announced for *Get in the Game 2018–20* which:

- increased the commitment to *Get Playing Places and Spaces* from \$11 million per year to \$13 million per year
- expanded the *Get Playing Plus* program with eligible projects now starting at \$200,000, rather

than \$300,000

- committed \$15 million towards the *Female Facilities Program*
- increased funding under the successful *Get Started Vouchers* program to \$7 million per year.

Get Started Vouchers (part of the *Get in the Game* initiative) assisted eligible children and young people join a sport or active recreation club. Vouchers, valued at up to \$150, could be redeemed at registered sport and active recreation clubs to pay for, or offset, the cost of membership or participation fees. The program was popular with Queensland families, with more than 220,000 vouchers redeemed since its inception in January 2013. Round 10 was released during the reporting period, with more than 9,300 vouchers redeemed. In rounds 9 and 10, 20% of vouchers were redeemed by children who had not played club sport before.

The *Young Athletes Travel Subsidy* provided financial support to families with children and young people selected to participate in, or officiate at, competitions. In a two-year period, young athletes can be provided between \$200 and \$1,200 to attend registered events. During the reporting period, the program provided 2,551 payments to the value of \$714,800 to assist with travel and accommodation costs.

The department partnered 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.

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

- Passport to an Amazing Childhood—more than 10,400 passports were registered through the online portal, and 360,000 individual passports were ordered to support and encourage children to connect with nature providing 400 'missions' of outdoor activities to complete.
- A media campaign was undertaken to educate Queensland communities about the different aspects of the Nature Play program with a potential cumulative audience of almost 40 million people (from approximately 300 media stories).
- More than 350 presentations were made at schools and community groups to promote participation in Nature Play and unstructured play.
- Successfully launched Outdoor Classroom Day across Queensland—more than 70,000 Queensland Children were taken outside to play and learn by 788 education services (schools, childcare centres and outside school hours care) as a direct result of the Outdoor Classroom Day initiative.

The department promoted access to a number of educational resources online or on mobile devices. Resources available supported engagement in quality physical activity and contributed to building the capacity of early childhood professionals, parents, care givers and community sport volunteers.

The department promoted the *Join the Movement* campaign 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. Since it was launched *Join the Movement* has received more than 2.2 million online video views, more than 22,500 Facebook followers, more than 5,900 Instagram followers and more than 164,800 website page views.

In addition, 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. Two adventures were held at the Gold Coast and Sunshine Coast Recreation Centres providing 500 participants with the opportunity to try activities including stand up paddle boarding, surfing and rock climbing.

Sport and Active Recreation Strategy

During the reporting period, consultation commenced with sport and active recreation stakeholders on the development of a four-year sport and active recreation strategy for Queensland. This included a facilitated a stakeholder forum in July 2017 to identify priorities for the sport and recreation sectors.

Combat sports

During the reporting period, the department commenced a review into the health and safety issues associated with combat sports contests in Queensland. The review involved extensive consultation with combat sports industry representatives and will inform options to improve health and safety outcomes for high risk combat sports contestants.

Supporting community sport and recreation

The department recognised 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.

During the reporting period, funding was provided to 77 state-level sport and recreation organisations under the State Development Program. Funding is provided to deliver and develop sport and active recreation over three years.

In addition, delivery under the special initiative categories continued during the reporting period.

- Six state-level sport and recreation organisations delivered projects under the Strategic Projects category
- Three state-level sport and recreation organisations delivered events under the Championship Events category, including the Netball Queensland Cup and the Sporting Wheelies and Disabled Sport and Recreation Association of Queensland Goalball championships.
- Eight state-level sport and recreation organisations delivered projects 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. Funding of up to \$7,500 supported projects to 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. During the reporting period, 549 clubs were approved funding under round 6 of the program.

During the reporting period, the department sponsored a number of local community sport and active recreation initiatives including: the Pups on Supps surfing event, the 2017 Murri Carnival and the Queensland outdoor Recreation Federation and QSport annual award ceremonies. In November 2017, the Department was recognised by QSport at the QSport annual awards for 20 years of support.

The department also provided a range of sport and recreation programs to Indigenous and Torres Strait communities including:

- \$1,833,080 towards the Indigenous Community Sport and Recreation Program (ICSRP)
- \$190,000 towards the Torres Strait Community Sport and Recreation Program (TSCSRP)
- 450,000 towards the Indigenous Sports Grants Program (ISGP)
- \$54,207 towards the Deadly Sport Program.

ICSRP and TSCSRP provided 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 addition, the department invested \$90,000 to support participation and/or training and development opportunities through the Indigenous Small Grants Program.

Providing facilities and open spaces for the community

The department encouraged Queenslanders to be active by activating places and spaces to meet sport

and recreation requirements. During the reporting period funding under a number of grant programs was approved for infrastructure projects to assist sport and recreation organisations and councils meet the needs of their local community in order to increase participation opportunities.

Grants

Get Playing Places and Spaces (a *Get in the Game* initiative program) provided up to \$150,000 to eligible organisations for new or upgraded sport and recreation facilities.

Round 6 of *Get Playing Places and Spaces* provided aid relief for organisations affected by Tropical Cyclone Debbie. During the reporting period, the department provided \$15.6 million in funding for 129 projects. These funds will be expended over three to four financial years as construction projects are delivered. Projects included:

- Mackay Netball Association—\$150,000 to install lighting to support netball at Mackay
- Cedar Grove And District Riding Club Inc—\$150,000 to repair and upgrade facilities including lighting, arena and fencing to support equestrian at Cedar Grove
- Southside Eagles Football Club Inc—\$150,000 to upgrade existing change rooms and amenities incorporating toilets and canteen to support football at Bulimba
- Tennis Gold Coast Inc—\$150,000 to upgrade 10 courts and associated facilities to support tennis at Southport.

Get Playing Plus (also a *Get in the Game* initiative) provided 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 assisted with the development of places and spaces that increase participation opportunities, meet service gaps and address regional needs.

During the reporting period, the delivery of 59 projects across Round One and Round Two continued, with 12 projects finalised, including:

- Townsville City Council—\$1,500,000 to upgrade facility to support multi-sports at Peggy Banfield Park, Townsville.
- Livingstone Shire Council—\$872,049 to construct a multi-purpose building, 15 netball courts, an access road and carpark at Barmaryee Multisport Precinct to support multiple sports at Yeppoon.
- Moreton Bay Regional Council—\$722,911 to install lighting and construct clubhouse, storage facilities, car park and pathways to support multi-sports at North Lakes.

During the reporting period, applications opened for the Female Facilities Program. The program provided

up to \$500,000 to assist sport and recreation organisations and local governments to develop functional and inclusive female change rooms and amenities that meet current and future needs of sport and recreation participants.

Sport and Recreation Services venues

The department's Recreation Centres on the Gold and Sunshine Coasts provided accommodation, conference facilities and outdoor activities for school, community and corporate groups. The department also managed two regional multi-use sports stadiums in Toowoomba (Toowoomba Sports Ground) and Townsville (Townsville Sports Reserve) and three Sports Houses that provided administrative office space for sports and recreation organisations.

During the reporting period, more than 278,000 people participated in sport and active recreation activities across these venues.

The Gold Coast Recreation Centre introduced new *Adventure After Dark* activities for adventure camp groups, Climbing After Dark casual night rock climbing and a new senior high school leadership program.

In addition, both recreation 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 Recreation Centres' bed occupancy rate increased to 42.51% during the reporting period, a 2.45% increase compared to the same period last year.

Sports Houses Brisbane and Townsville maintained 100% tenancy and an online customer feedback process was introduced across all venues allowing greater engagement with clients and better monitoring and analysis of information received.

During the reporting period, the Townsville Sports Reserve was used a training base for three international teams competing in the 2017 Rugby League World Cup. The venue was also home to the North Queensland Fury national premier league football team.

The Toowoomba Sportsground hosted a number of events including:

- a televised National Rugby Championship Semi Final for the first time between Queensland Country and Fiji Drua
- 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 was also home to the South West Queensland Thunder National Premier League football team.

During the reporting period, the department undertook a number of key capital works projects including:

- Toowoomba Sportsground—upgrades to change rooms, ablutions, referees rooms, meeting, media and medical rooms to provide better access for all genders and to cater for National standard sporting events.
- Townsville Sport and Recreation Precinct—upgrades of two change rooms including refurbished toilet and shower facilities, upgraded toilet and shower facilities for referees, installation of amenities for people with a disability and new administration and data storage spaces.
- Sunshine Coast Recreation Centre—major upgrade to essential trunk infrastructure in kitchen and servery areas including upgrades to power, gas, sewerage and water supplies. Works were required as a result of increased accommodation capacity and demands.

Building partnerships

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

The Queensland Footy Facilities Fund program was a joint initiative of the National Rugby League (NRL), Queensland Rugby League (QRL) and the Queensland Government to improve the quality, access and condition of identified community rugby league facilities across Queensland. During the reporting period, the department approved \$500,000 in funding for two projects.

- Central Highlands Regional Council—\$300,000 approved to construct a new amenities building including change-rooms, first aid and referees room to support rugby league at Emerald.
- Wests (Brisbane) Junior Rugby League Football Club Inc—\$200,000 approved to construct a new clubhouse facility incorporating unisex change rooms, toilets including disability facilities, canteen and covered shade areas to support rugby league at Purtell Park, Bardon.

The Remote Facility Maintenance Program supported the department's Indigenous Community Sport and Recreation Program (ICSRP) by ensuring that facilities are maintained at a standard suitable for the

ICSRP and other community activities. The program was available to communities where ICSRP is delivered and who had less than 5,000 people. The total funding commitment was \$5 million between 2016–2019.

Partnering for the Gold Coast 2018 Commonwealth Games

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

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 also funded by the Queensland Government, the Commonwealth Government and the Gold Coast City Council.

The department 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.

The Sports Grants Legacy Program—a joint initiative with the Office of the Commonwealth Games, provided 12 organisations representing Commonwealth Games sports with \$500,000 in funding. The department also assisted with the distribution of Commonwealth Games equipment to help create a legacy for the sport industry in Queensland.

Queensland Academy of Sport

During the reporting period, the Queensland Academy of Sport (QAS) provided 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.

During the reporting period, the QAS focussed on preparing athletes who were likely to compete at the Commonwealth Games.

During the reporting period, QAS athletes, through the QAS4Schools Program, visited 313 Queensland primary schools and delivered messages about healthy lifestyles and the Commonwealth Games to 56,752 school children.

The QAS Centre of Excellence for Applied Sport Science Research (CoE) continued to build research networks to assist in its quest to be a dynamic

knowledge hub for Queensland and Australian high-performance sport.

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

Collaborative research projects supported by QAS during the reporting period included:

- A study of the research 'Monitoring sleep and promoting good quality sleep behaviours in athletes' with the QAS rowing squads. The study monitored the sleep in rowers for two weeks using a portable sleep recording system to provide reliable, objective and accurate measurements of sleep patterns in rowers during a regular training period.
- A Sport Medicine Australia Research Foundation Grant for a PhD study 'An investigation assessing the effectiveness of measurement methodologies of mental fatigue in the elite sporting environment and impact of mental fatigue on team performance demands'.

Outcome 3 A cohesive, capable and agile customer-centric organisation delivering public value

The department met its objectives by:

- maintaining a proactive approach to ensure a safe and healthy workforce
- harnessing and developing internal capabilities
- using evidence-based practice models
- capitalising on emerging technology and innovative ways of operating
- leveraging internal and external partnerships
- operating within a strong corporate governance framework
- departmental leadership teams supporting and driving positive shared values
- maintaining a legislative and policy framework that meets the expectations of the community
- providing governance oversight of statutory bodies.

Key performance indicators

- Whole-of-government diversity and cultural capability requirements met.
- Compliance with departmental Governance Framework.
- Improved employee opinion survey results.
- Reduction in workplace injury.
- 80% of eligible employees have a current Performance and Development Plan.

Service standards and other measures	Notes	2017–18 target/estimate	Achieved (as at December 2017)
Percentage of country race meetings in the approved schedule that are conducted	1, 2	95%	98%
Grant monies paid as a percentage of the total non-capital grant budget.	1, 3	100%	100%

Notes:

1. This is a year-to-date result as at 12 December 2017.
2. This service standard reports the proportion of country race meetings scheduled prior to commencement of the financial year that are actually held. It measures the effectiveness of the department in supporting country racing through funding prize money to enable events to be held across the state.
3. This service standard measures the efficiency of the department's administration of grant funding to recipient organisation/s as a percentage of the total grant budget. Performance for this service standard is calculated using the total grant funding delivered to organisation/s divided by the total grant budget (within administration guidelines). It includes non-capital grant programs derived from departmental operating costs. It does not include capital grant funding such as the Racing Infrastructure Fund as it forms part of departmental administered funds.

Our program of work

One Department

The One Department project was a result of an independent review, by Deloitte, to help the department become a more strategic, innovative, collaborative and flexible organisation, and become a sector leader that provided outstanding customer service and maximises public value.

During the reporting period, 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 as part of the One Department project. These changes sought to enable the best use of government assets to achieve collectively-desired, long-term positive social outcomes.

Capability Blueprint

The department's Capability Blueprint provided an assessment of organisational capability including its strengths and opportunities for improvement.

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.

During the reporting period, the department implemented a set of actions to address key organisational improvement initiatives and opportunities.

Permit streamlining

During the reporting period, the department undertook considerable work to map all the permissions management processes required for the development of a more contemporary and streamlined integrated permit system. Future work will focus on investigating a system that will provide a more consistent, streamlined and user-friendly customer experience that will also deliver significant business efficiencies.

The department worked with the Great Barrier Reef Marine Park Authority to launch a new permission system to improve management of permits in the Great Barrier Reef Marine Park (Commonwealth) and the Great Barrier Reef Coast Marine Park (State). This included an online permits portal, new assessment guidelines, longer term permits (up to 20 years), improved assessment guidelines and permission system policy. Future outcomes for permit streamlining will also 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

During the reporting period, park values and Levels of Service assessments were completed for 12 parks, bringing the total number of parks with completed assessments under the Values-Based Management Framework to 93 parks as at 12 December. The department used a 'health check' program to monitor and track the condition of key park values across Queensland. Health checks were undertaken on 13 parks during the reporting period, including iconic National Parks Boodjamulla and Lamington.

Investing in contemporary technology

The ICT Roadmap guided QPWS's investment in improving its information and communications technology (ICT) capabilities to support protected area management and customer experiences improvement. The roadmap identified four core improvement areas (information management, technology, applications, and workforce capability)

and included the transition from internal, high-risk and bespoke ways of working to procuring ICT-as-a-service using contemporary off-the-shelf and cloud-based solutions.

QPWS enhanced its FLAME fire management system with the addition of pest management functionality to help improve pest prioritisation, project management and outcomes reporting.

QPWS also progressed work on a new permitting system to administer parks and forests permits, agreements and authorities and an asset management system to reduce manual processes, improve the quality of data and reporting.

A mobility project was piloted in a number of regions, providing staff with the tools (devices, data plans, software tools and apps) to work anytime, anywhere, to help improve park management and enhance staff satisfaction and optimise productivity.

The department also piloted a new project management system to streamline the management of sport and recreation non-grant capital works projects and QPWS planning projects.

Camping and bookings management

During the reporting period, Queensland parks and forests hosted approximately 782,000 camper nights in more than 470 camping areas. More than 217,000 camping and vehicle access permits were issued—an increase of 1% from the previous year. This represented a total occupancy of 18.8% across all camping areas.

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

The department commenced Visitor Satisfaction Surveys to measure customer satisfaction with their online booking experience. Approximately 85% of customers have indicated they are 'Very' or 'Somewhat Satisfied' with their online booking experience. The customer surveys also measure satisfaction with on park experiences with results informing future operational planning activities.

Innovation framework

During the reporting period, the department drafted an innovation framework, which included an action plan, and initiated three projects: Anytime Anywhere (mobility) Pilot; Project Portfolio Management; and Red Tape Revolution.

Supporting the Kokoda Initiative

The department's partnership with the Papua New Guinea (PNG) Kokoda Track Authority (KTA) supported cross-cultural exchange, the protection and conservation of the Kokoda Track, commemoration of the 75th anniversary of the WWII Kokoda Campaign. During the reporting period, QPWS rangers joined with KTA rangers and local communities to work on a number of capacity building projects on the Kokoda Track undertaking activities such as track repairs and conservation work.

Funding programs

During the reporting period, the department administered 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 October 2017, the department and Racing Queensland executed deeds for the administration of \$19 million in RIF funding for priority infrastructure projects at Bundamba Racecourse near Ipswich and a range of capital works at numerous country and regional clubs under the Country and Regional Capital Works Program.

The Training Track Subsidy Scheme helped 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 provided \$1.2 million in threshold payments to race clubs and \$800,000 to Racing Queensland to provide incentive payments to race clubs. Threshold payments were provided to race clubs based on categories, which took into account the standard of the training facilities available at the club.

The Racing Queensland incentive payments were provided to race clubs based on the actual number of starters provided by each venue to the Queensland racing industry during that year. On 6 December 2017, the scheme's requirements for 2016–17 were finalised. In total, 67 thoroughbred race clubs benefited from the program through threshold and incentive payments.

The department commenced consultation with Racing Queensland for the provision of funding for 2017–18.

The Country Racing Support Program was a \$21 million, four-year package to support country racing in Queensland. The 2017–18 allocation of \$6 million was released by the department to Racing Queensland in August 2017.

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

Governance Oversight–Sport

During the reporting period, the department administered the legislation that governs Stadiums Queensland and the Mt Gravatt Showgrounds Trust, which established their statutory obligations, responsibilities and powers.

Education and Training

During the reporting period, the department delivered 75 Building Active Community Workshops targeting 1880 sport and recreation club volunteers. There were also 93 Get Active Queensland Accreditation Program education and training workshops and accreditation courses delivered during the reporting period. These workshops were delivered for the sport and active recreation industry targeting teachers and club volunteers. A total of 1379 volunteers accessed this training while another 144 Building Active Community Workshop volunteers completed online training.

Encouraging Innovation

The Sport Planning Tool is an interactive mapping platform that provides the sports industry in Queensland with a market leading visual database of community participation in grass-roots sports. It allows clubs, State level organisations and councils to plan for their current and future infrastructure needs by understanding local, regional and statewide trends.

During the reporting period, a methodology for annual updates to venue and participation data was developed. This data will provide crucial evidence to support strategic planning for sport in Queensland. Six new sports were included in the tool and data collection commenced for squash, water polo, equestrian, sailing, rugby union and touch football.

The Sport Planning Tool was recognised for its contribution to the sporting industry, receiving the award for the Best Use of Technology at the Parks and Leisure National Conference on the Gold Coast in October.

Building partnerships

During 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 pilot sought 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 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 worked with both organisations to develop and implement the trials across in a number of sites across Queensland. It is expected that the pilot will provide long-term commercial opportunities for innovators while providing cost effective solutions for community sporting organisations.

Rebuilding communities

During the reporting period, the department supported not-for-profit sport and recreation organisations to recover from the impacts of Tropical Cyclone Debbie. Funding of \$209,055 was provided to 29 sport and recreation organisations.

Our people

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

During the reporting period, the department continued to implement initiatives to increase performance outcomes, improve health and safety, develop stronger leadership and management capability and encourage work-life balance.

Workforce profile

As at 8 December 2017, the department employed 1,423.92 full-time equivalent (FTE) employees, of which 84.5% were employed on a permanent basis.

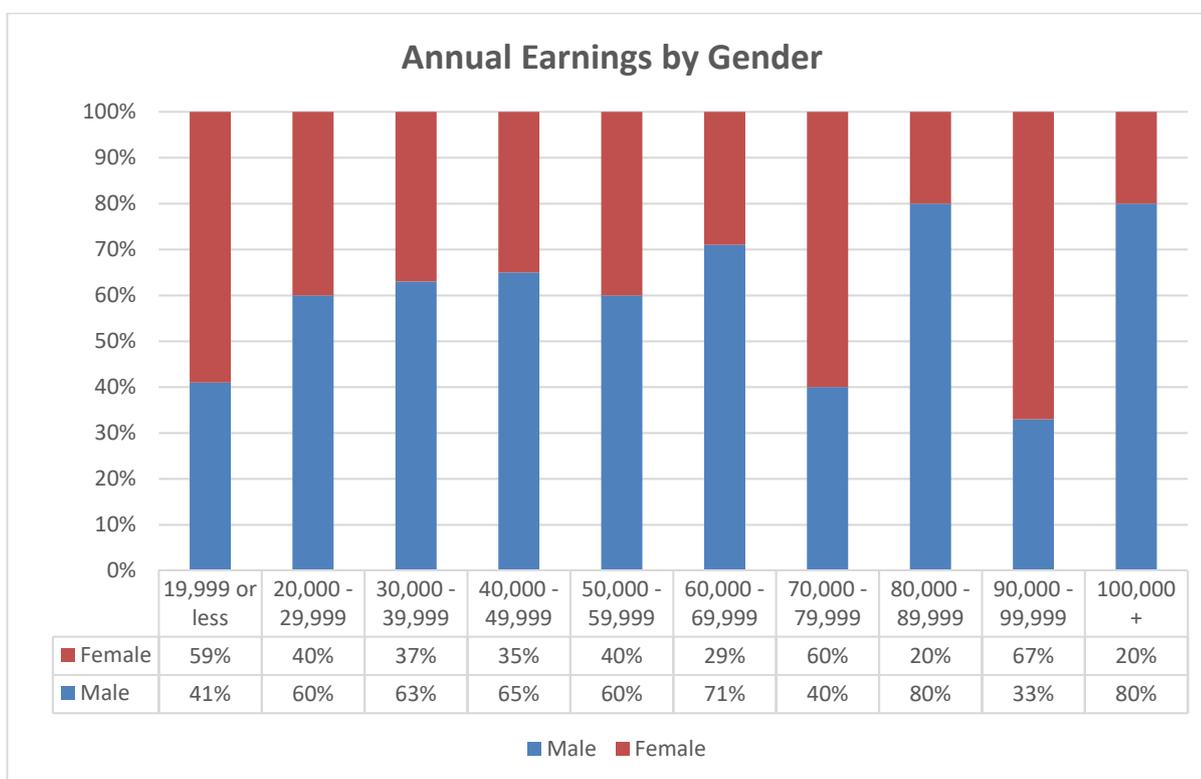
The following tables show a summary of the department's workforce profile (excluding staff on leave without pay) as at 8 December 2017.

Staffing full-time equivalent (FTE) by occupation type and gender (as at 8 December 2017) *			
Occupational stream	Female	Male	Total
Coach	6.80	16.00	22.80
Administration	340.79	251.90	592.69
Operational	143.56	543.04	686.60
Professional	30.83	36.00	66.83
Technical	3.50	6.90	10.40
SO	7.00	20.00	27.00
S122	1.00	5.60	6.60
SES	5.00	5.00	10.00
CEO	1.00	0	1.00
Total	539.48	884.44	1423.92

* Workforce data supplied is as-at 8 December 2017 unless otherwise noted due to specific availability

Staffing full-time equivalent (FTE) by employment type and gender (as at 8 December 2017)						
Employment type	FTE		FTE%		Total FTE	Total FTE %
	Female	Male	Female	Male		
Permanent	426.83	776.51	35.47	64.53	1203.34	84.51
Temporary	99.90	91.80	52.11	47.89	191.70	13.46
Contract	4.00	10.60	27.40	72.60	14.60	1.03
Casual	8.75	5.53	61.27	38.73	14.28	1.00
Total	539.48	884.44	37.89%	62.11%	1423.92	100%

* Workforce data supplied is as-at 8 December 2017 unless otherwise noted due to specific availability



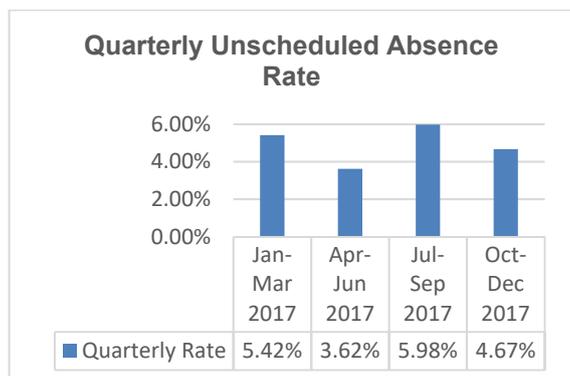
Permanent separation rate

As at 8 December 2017, the department had an annualised permanent separation rate of 5.82%*, a decrease of (2.08%) on the rate of 7.9% as at 30 June 2017.

* Extrapolated from data provided for the period 1 July to 8 December 2017

Absenteeism

The following table shows the quarterly rates for unscheduled absences as at 31 December 2017. Unscheduled absences include sick, carers and special leave as well as leave for workers' compensation and industrial disputes. The average unscheduled absence rate at year's end was 5.34%, which is a slight increase on the 2016-17 rate of 5.16%.



Workers' compensation*

The department appropriately managed all workers' compensation claims. Accepted claims included 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 for the period 1 July 2017 to 31 December 2017 was 31. The average amount paid per claim was \$2,428.

Of the 31 claims accepted for this period, one was a 'journey claim' 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.

* Workers compensation data supplied is for the period 1 July 2017 – 31 December 2017.

Absences related to workers' compensation claims—average days paid

The average days paid has been 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 12.1 days per claim.

The highly physical nature of the work completed by QPWS rangers and SRS 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.

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 for the period 1 July 2017 to 31 December 2017. There were 10 Lost Time Injuries that occurred during this period making the department's LTIR 0.68%.

Of the 31 accepted WorkCover claims, 26 occurred within the QPWS service area.

Building our workforce

Workforce planning

The department aligned key departmental workforce strategies with the Strategic Workforce Plan and Capability Blueprint Action Plan to ensure its workforce was agile and appropriately skilled to deliver outcomes in an environment of constant change.

The NPSR Workforce Strategic Plan 2014–18 aimed to build an agile and diverse workforce to meet key workforce priorities including:

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

During the reporting period, the department addressed workforce attraction and retention through the Ranger Development Framework and the Accredited Training Program for rangers.

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.

Employee opinion survey

During the reporting period, results from the 2017 Working for Queensland Employee Opinion Survey were finalised with the department either maintaining or improving on its previous results. Strengths included agency engagement, learning and development, positive perceptions of managers, organisational fairness and innovation.

The department focussed on increasing diversity and inclusion; and improved perceptions of workload and health.

Key actions included:

- launch of a Diversity and Inclusion Strategy and implementation of an action plan
- 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

- delivery of a Work Health and Safety Risk Management training package which equips employees to undertake appropriate risk management activities.

Diversity and Inclusion

The Diversity and Inclusion Strategy was launched in August 2017. The strategy focussed on six themes: Aboriginal and Torres Strait Islander Peoples; Access Ability; Gender Equity; Generational; Cultural Diversity; and Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ).

Employee Resource Groups for each theme met at least twice, to plan activities. These groups acted as change agents to support the implementation of diversity and inclusion in the workplace with each group having a senior leader who championed the group’s initiatives.

The department implemented the actions outlined in the Cultural Capability Action Plan 2017–2021.

An event to commemorate Australian South Sea Islander Recognition was held in August which included a personal story of an Australian South Sea Islander employee and a presentation on culturally significant sites for Australian South Sea Islanders in Queensland.

A training workshop was delivered to 28 traditional owners to increase skills in joint management of national parks on Cape York Peninsula Aboriginal land.

The department commissioned an Indigenous artwork designed by a Kuku Yalanji and Koa woman to promote Aboriginal and Torres Strait Islander culture. The artwork was used in cultural capability resources, signature block graphic, acknowledgment of traditional owners, and the respectful language guide.

The department promoted employment opportunities to women through:

- Greater Graduate Program—65% of the program’s participants in the 2017 program intake were female.
- Industry placement—67% of the students in the 2017 intake were female.

The department built the capability of its female employees by offering a range of training, learning and professional development opportunities. During the reporting period, women participated in a number of leadership programs including:

- Emerging Leaders Program—4 participants (40%)
- LEAD Program—29 participants (61%).

As at 8 December 2017, the department’s representation of Aboriginal and Torres Strait Islander people increased to 5.1%; representation of people

with a disability decreased to 3.0%; and representation of people with culturally and linguistically diverse backgrounds decreased to 3.6%. Women comprised 39.9% of the department’s total workforce.

Diversity group	% of total workforce	
	30 June 2017	12 Dec 2017
ATSI	4.8%	5.1%
Disability	3.2%	3.0%
CALD (Culturally and linguistically diverse)	3.9%	3.6%
Women	39.3%	39.9%

Employee development

Employee induction

Corporate induction was mandatory for all new employees into the department. Through induction, the department aimed 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 were 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 built its internal talent by offering a mix of technical, leadership, business and personal learning and development opportunities.

During the reporting period:

- 50 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.
- resilience and stress awareness training for employees and managers was offered to staff statewide.

The Accredited Training Program provided rangers with an opportunity to receive training and assessment to achieve a nationally recognised Conservation and Land Management qualification. During the reporting period, 20 rangers enrolled in the program and were working to complete a Conservation and Land Management qualification.

Leadership and management development

During the reporting period, the department offered two key leadership programs.

The LEAD Program used 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. Four LEAD programs were delivered to 50 participants. All participants were coached during the program by senior leaders and alumni from previous leadership programs.

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

Employee conduct and performance management

Performance and development planning

All employees were encouraged to have a Performance and Development Plan in place by 1 October each year and undertake a review of plans by 1 April each year. As at 30 December 2017, 53% of employees had a plan in place.

In May 2017 the Public Service Commission decommissioned the e-Plan online system for Executive Performance Agreements (EPAs) and transitioned to a Word template. Human Resources, Corporate Services reports internally on the status of all SES EPAs upon request.

Ethical education and training

Annual Code of Conduct training is rolled out each year in May 2017, all new starters are also required to undertake the training on commencement with the department. During the period of 1 July 2017 – 31 December 2017 497 employees completed the training.

Appropriate Workplace Behaviour Awareness sessions were delivered to help employees identify inappropriate behaviour in the workplace and who has responsibility for addressing behaviour. Group discussions focussed on the consequences of inappropriate behaviour, such as the effects on the team, recipient and the organisation. As at 12 December 2017, 241 employees had attended the sessions.

Reward and recognition

The department's Reward and Recognition Framework provided mechanisms to motivate and reward behaviours through the acknowledgement of successes, achievements and employment milestones.

Initiatives supported under this framework included:

- NPSR Excellence Awards
- Australia Day Achievement 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 advocated a culture of zero harm to all employees.

During the reporting period, the department provided employees with a range of health and wellbeing initiatives including the employee assistance service, mental health awareness sessions, and access to health and wellbeing resources via the intranet. In addition, a Health and Wellness Expo was held during Safe Work Month (October) which provided staff with opportunities to discuss their health and wellness needs with exhibitors such as the Heart Foundation, Bicycles Queensland, MBF Health Fund, QSuper and Anytime Fitness.

Promotion of work-life balance

The department maintained policies to support flexible working arrangements including compressed working hours, flexible start and finish times, leave without pay, job sharing, part-time work and telecommuting.

In addition, Mental Health Awareness training was provided to 96 managers during this reporting period. 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 engaged with employees and their representatives through an Agency Consultative Committee. The Workforce Relations and Safety unit was responsible for overall management of industrial relations in consultation with business units. The unit was 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.

In line with the *Industrial Relations Act 2016*, all new departmental employees were 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 established corporate governance systems to direct, manage and control the organisation's business. These systems ensured that the delivery of departmental services was undertaken in an efficient, effective and sustainable way. The department was committed to achieving high levels of accountability, transparency and rigour in all its processes. It achieved 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 were 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 obtained information about its operational and financial performance through its performance management framework, governance structure and financial systems.

The performance management framework included 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 had a number of committees that were central to its governance arrangements and oversaw all major activities and areas of decision making.

Executive Management Board

The Executive Management Board (EMB) was responsible for the overall management, administration and strategic direction of the department. Its role was to advise, support and assist the Director-General to meet the relevant statutory responsibilities under the *Financial Accountability Act 2009*. EMB used financial reports, business performance and human resources management reports for this purpose.

The EMB was supported by six sub-committees which provided advice and recommendations to the EMB in relation to governance issues related to their area of responsibility. These sub-committees were

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

Finance sub-committee

The Finance sub-committee provided oversight over the department's financial resources and made recommendations across a range of financial

management issues. The subcommittee comprised the Executive Management Board and the Chief Finance Officer.

The role of the sub-committee was to:

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

The subcommittee met 5 times during the period 1 July to 12 December 2017.

Audit and Risk Committee

The Audit and Risk Committee (ARC) assisted the Director-General by providing independent assurance and assistance on the department's:

- 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). During the reporting period, the committee assessed and endorsed key documents including the Audit and Risk Committee Charter, the Internal Audit Annual Plan, internal audit reports and the annual financial statements. It provided advice regarding:

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

During the reporting period, the ARC sub-committee held three 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.

Audit and Risk Committee members (as at 12 December 2017)	
External members	Mr Bob McDonald OAM (Committee Chair) Ms Liezel Samuel, Director, Internal Audit, Department of Housing and Public Works
NPSR staff	Mr Ben Klaassen, Deputy Director-General, QPWS Mr Wade Oestreich, Deputy Director-General, Strategic Policy and Racing Industry Governance Ms Alison Webb, Regional Director, Northern Region, QPWS Mr Leigh Harris, Regional Director, Central Region, QPWS Mr Leigh Habner, Regional Manager, South-East Region, Sport and Recreation Services

During the reporting period, \$1800 was paid for services provided by the independent Chair, Mr Bob McDonald OAM.

ICT sub-committee

The ICT Investment and Strategy Committee (IISC) sub-committee was part of the agency’s formal governance structure with responsibilities for Information and Communication Technology, Information Management, and Information Security, and reports to the Executive Management Board (EMB).

The sub-committee was established in line with the requirements under:

- the *Financial Accountability Act 2009*
- the *Financial and Performance Management Standard 2009*
- *Information Standard IS2 ICT Resources Strategic Planning (Policy 2)*
- *Information Standard IS18 Information Security.*

The purpose of the sub-committee was to assure the Director-General that Information and Communication Technology (ICT), Information Management (IM), Information Security (IS) and related investments support:

- delivery of the agency’s strategic plan and priorities
- implementation of whole-of-government ICT direction, policies and standards.

The committee ensured organisational focus for the following key outcome areas:

- online systems enhancing customer experience
- digital workplace
- flexibility through optimal use of mobile devices
- customer and business intelligence and analysis
- cyber security, privacy and related risk management
- maintaining legacy systems or replacing them as they reach the end of their useful life
- transparent and cost-effective management of the department’s ICT portfolio.

The sub-committee met twice during the reporting period during which time, 18 decisions and 15 actions were recorded.

Workplace Health and Safety sub-committee

The Workplace Health and Safety sub-committee provided strategic and operational direction on safety and wellbeing management issues which enabled the department to maximise the capabilities of its workforce. It also guided the workforce wellness

program in conjunction with the whole-of-government framework, and provided direction on the development of the department's safety culture.

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

Human Resources sub-committee

The Human Resources sub-committee provided oversight on issues relating to human resources and workforce management. It guided strategies to support the department's goals in areas such as workforce diversity, capability development, performance planning, career development, succession planning, equal employment opportunity/anti-discrimination and cultural capability.

The sub-committee was established in February 2016. As a result of a review of the suite of departmental sub-committees in the 2016–17 financial year, the Human Resources Sub-committee was dissolved and responsibility for the above functions merged with the Safety sub-committee to form the Workplace Health and Safety sub-committee.

Communication and Innovation sub-committee

The Communication and Innovation sub-committee provided high level advice to the EMB and made recommendations on issues relating to communication and innovation. The sub-committee oversaw the implementation of the department's communication and innovation strategies which explored how innovation could 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 initiatives met government requirements.

The sub-committee was formed in March 2016. As a result of a review of the suite of departmental sub-committees in the 2016–17 financial year, the Communication and Innovation sub-committee was dissolved and responsibility for the above functions transitioned to operational working groups established to support the 1Department branding initiative and innovation functions respectively.

Governance processes

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

Strategic Plan 2017–2021

The strategic plan set the direction for a four-year period and guided the prioritisation of resources. By achieving its corporate objectives the department also contributed to Queensland Government objectives for the community.

The strategic plan was reviewed annually to assess progress against specified objectives and to identify whether changes in the external environment required any adjustments to be made to the plan.

Managing our performance

The department's strategic objectives and performance indicators were delivered through its service areas—National Parks, Sport and Recreation and Racing. To support the strategic plan, divisional business plans identified the service priorities each year. Quarterly performance reports enabled the department to monitor its progress in achieving its objectives. Processes were also in place to evaluate and manage risks faced by the department.

Managing our risk

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

The Director-General and Executive Management Board (EMB) had overall responsibility for the establishment and maintenance of the risk management framework and for ensuring that risk management was embedded throughout the department to support the achievement of strategic and operational objectives. This was 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 maintained a strategic risk register which detailed risks to the department's strategic objectives. The register was reviewed quarterly to monitor the progress of risk treatments, identify emerging risks or make them inactive once they had achieved their

target risk levels.

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

In late 2017 the department commenced transitioning to Enterprise Risk Management (ERM), with all strategic and operational risks being managed and monitored by the EMB within one Enterprise Risk Register (ERR). However, full implementation of ERM was ceased following the abolition of the department in December 2017.

The department's approach to the management of fraud and corruption was detailed in the Fraud and Corruption Prevention Policy and Procedure and the Fraud and Corruption Control Plan. All new staff were required to complete the Fraud and Corruption Awareness Training within one month of joining the department. Refresher awareness training every two years was mandatory for all staff.

The Audit and Risk Committee was responsible for monitoring and advising 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 provided independent assurance and advice to the Director-General, senior management and the Audit and Risk Committee to enhance corporate governance and departmental operations. It was independent of executive management and external auditors.

Its functions included:

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

The unit also contributed to improving 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 operated in accordance with the Internal Audit Annual Plan, a risk-based plan endorsed by the

Audit and Risk Committee and approved by the Director-General. During the reporting period, Internal Audit delivered its role and responsibilities in line with the Internal Audit Charter and conformed to the Audit Committee Guidelines issued by Queensland Treasury.

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, fleet management, heavy plant management, Governance of Information Security, Ranger Accommodation, Management of Marine and Terrestrial Vessels Fleet, Management of QPWS Roads and Firelines and a special audit in Belmont Rifle Range at the request of Director General.

During the reporting period, Internal Audit contributed to business improvements through:

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

Administrative and professional services

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

Information systems

During the reporting period, the department continued to operate and maintain a range of information systems to support services, initiatives and corporate operations including:

- Intranet and internet—to provide information and services to employees (intranet) and external customers (internet).
- National Parks Booking System—an online

booking and payment system for camping permits and vehicle access permits in national parks.

- Fire, pest and asset maintenance management systems for forest and national park estates.
- The FLAME system which is the Fire management system for National Parks.
- The Pest management system which came online early in 2017.
- EnQuire—a sport and recreation grants administration system to manage the assessment, allocation and reporting of grants funding programs, particularly through the Get in the Game initiative. QGrants, the Office of State Revenue's grants management system is also used for various aspects of grants administration.
- KX Booking System administers client bookings and payments to support the Sport and Recreation Services venues, including the two Queensland Recreation Centres.

Recordkeeping

The department operated 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 were in place for Recordkeeping, Email Management, Retention and Disposal of Records, Managing Information on Shared Network Drives, Information Security and Digitisation Disposal.

The department had a corporate electronic document and records management system (eDOCS) and staff were encouraged to maximise the use of digital records in business processes. New integration technology was introduced to allow harvesting of documents into the corporate recordkeeping system from other user interfaces. The department was also working through a program transitioning to digital recordkeeping.

Records Management appraised new business systems to provide recordkeeping requirements for compliance and recordkeeping considerations were addressed in the decommissioning of business systems. Digital delivery was introduced, which enabled scanning and delivery of hard copy records to departmental staff. This increased the efficiency of delivery and protected the physical integrity of the records.

Three retention and disposal schedules for National Parks, Racing, and Sport and Recreation records were approved by the State Archivist and documented processes for records disposal were put in place across the department. An active program to identify time-expired records for disposal and permanent records to be transferred to Queensland State Archives was in progress.

Ethics/code of conduct

The department was committed to ensuring staff acted ethically and were accountable for their actions and decisions. The department's Integrity Framework (the Framework) included an overview of all the plans, strategies, systems and procedures to build and maintain a culture of integrity that supported the departments' vision and strategic objectives. The Framework was underpinned by the following principles:

- draws upon relevant integrity related legislation, such as the *Public Service Act 2008*; the *Public Sector Ethics Act 1994*; *Public Interest Disclosure Act 2010*; *Integrity Act 2009*; *Crime and Corruption Act 2001*; *Information Privacy Act 2009* and the *Financial Accountability Act 2009*
- the Code of Conduct for the Queensland Public Service 2011 (the Code) is the standard for ethical behavioural expectations
- decisions will be made ethically and impartially and will be transparent and accountable
- the focus of ethical behaviour is to provide quality services in a timely, effective and ethical manner.

The department had a range of training and educational channels that reinforced ethical obligations. The Code of Conduct training module was mandatory for all new staff as part of corporate induction. Existing staff were also required to complete Code of Conduct training annually. The Code of Conduct training package was reviewed each year prior to the annual roll-out to ensure scenarios were contemporary. During the reporting period, face-to-face Appropriate Workplace Behaviour training for staff continued to be delivered. All staff had individual Performance and Development Plans that set out key performance indicators, development requirements, and behavioural expectations in line with the Code where appropriate. In addition, the Director-General, as the department's Integrity Champion, raised awareness of ethical issues, and a dedicated Ethics Intranet page with a range of ethics resources was available for managers and staff to use in team meeting discussions.

The Code and information on how to report alleged wrongdoing by employees was made available to the public on the department's website along with information on other accountability mechanisms such as Right to Information, Complaints Handling, the role of the Queensland Ombudsman and Judicial Review.

A range of procedures, practices, reporting and monitoring methods were developed to integrate ethics into business processes. The following provide some examples:

- The Audit and Risk Committee—oversaw integrity and misconduct prevention
- Internal Audit unit— provided independent assurance and advice
- Corporate Governance Framework 2014–18
- NPSR Workforce Strategic Plan 2017–21

- Queensland Parks and Wildlife Service (QPWS) Strategic Workforce Plan 2015–17—ethical behaviour was the basis of a high performing culture
- Office of Racing Workforce Plan 2014–18—ethical behaviour underpinned a high performing culture
- NPSR Integrity Framework 2015–17
- Sport and Recreation Grants Administration Delegations and Authorisations
- Operational Procedure—Sport and Recreation Grant Management
- Fraud and Corruption Control Plan 2015–17—identified risk and promoted ethical culture as an important control
- Fraud and Corruption Prevention Policy and Procedure—described the department’s fraud prevention framework
- Risk Management Framework—identified and mitigated risks to service delivery
- Fraud and Corruption Risk Assessment and Review process—was undertaken every two years by all business areas
- Public Interest Disclosure Policy and Procedure
- Conflict of Interest and Engaging in other Employment Procedure
- Appropriate Behaviour Policy
- Investigation and Discipline Procedure
- Managing Employee Conduct and Performance Policy and Procedure
- Employee Complaints Management Policy and Procedure
- Lobbyists Contact Register Policy and Procedure
- Information Privacy Complaint Management Procedure
- Gifts and Benefits Directive 22/09
- Information Technology Partners policies and procedures
- Information Management Framework.

Procurement

Procurement Services managed and delivered 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 ensured strategic and tactical procurement activities were undertaken in accordance with the Financial Management and Performance Standard 2009, and the Queensland Procurement Policy. Procurement Services provided support to six Queensland Government agencies through the Business and Corporate Partnership.

Right to Information Services

The department was committed to transparent and accountable government by providing the community with greater access to information under the *Right to Information Act 2009* and the *Information Privacy Act 2009*, with equal access to the information it held, unless on balance, it was contrary to the public interest.

A publication scheme and disclosure log was made available on the department’s website. The publication scheme described and categorised information routinely made available from the department, and the disclosure log published information which had been released in response to RTI access requests.

Business and Professional Services

The Business and Professional Services (BPS) unit provided a range of functions including support for the Crime and Corruption Commission Liaison Officer, Public Interest Disclosure coordination, privacy compliance advice, disclosure log maintenance under the *Right to Information Act 2009*, and liaison with the Office of the Queensland Ombudsman. It also oversaw business continuity, disaster management, energy efficiency and waste management activities, and was responsible for fraud and corruption mitigation and integrity initiatives,

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

Business and Corporate Partnership Board

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

The B&CP operated through three Corporate Hubs embedded in the departments of Agriculture and Fisheries; Natural Resources and Mines; and Environment and Heritage Protection. Each hub was managed by a Head of Corporate who was 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 12 December 2017, the B&CP 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 was collectively responsible for long-term performance and business success. Its role was to provide leadership and set the strategic direction of the partnership to enable its goals and objectives to be met.

How to contact us

On 12 December 2017, the Department of National Parks, Sport and Racing was abolished and its functions transferred to other departments.

The great work achieved by NPSR will continue within the following departments:

- Department of Environment and Science (Queensland Parks and Wildlife Service, previously administered by NPSR is now part of this department)
- Department of Housing and Public Works (Sport and Recreation Services, previously administered by NPSR, is now part of this department)
- Department of Local Government, Racing and Multicultural Affairs (The Racing function previously administered by NPSR is now part of this department)

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)

Website

National Parks, Sport and Racing
www.npsr.qld.gov.au

Social Media

Queensland National Parks

 www.facebook.com/qldnationalparks/

 www.instagram.com/qldparks/

 www.twitter.com/QldParkAlerts

 www.youtube.com/user/qldnationalparks

Queensland Sport and Recreation

 www.facebook.com/QldSportAndRec

Joint the Movement

 www.facebook.com/JoinTheMovementQld/

Queensland Recreation Centres

 www.facebook.com/QLDrec

Ex-HMAS Tobruk

 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).

Appendix 1—Legislation

Legislation administered by the Department of National Parks, Sport and Racing

(As at 12 December 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

(As at 12 December 2017)

Nil to report

Legislation passed

(As at 12 December 2017)

Nil to report

Appendix 2—Government bodies

There were 7 government bodies in the scope of the department. Details in relation to their roles, functions, responsibilities key achievements, remuneration, and meetings held are outlined below.

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 was to advise the Minister responsible for administration of the <i>Nature Conservation Act 1992</i> about matters relating to protected areas in the Cape York Peninsula region including:</p> <ul style="list-style-type: none"> • Indigenous employment opportunities in the area • Management plans for the areas • Resources for management of the areas.
Achievements	<p>The Department of National Parks, Sport and Racing commenced Ministerial and Parliamentary processes for the formation of the committee. Membership nominations were put forward by relevant Aboriginal landholding bodies</p> <p>As the committee is yet to be formally appointed it did not meet during the reporting period. The proposed committee nominees were invited to attend a workshop on 19 July 2017 to provide input into an independent evaluation of the Cape York Joint Management Program.</p> <p>It is anticipated that commencing in January 2018, 28 protected areas on Cape York Peninsula will be jointly managed with Traditional Owners under Indigenous Management Agreements. Further agreements will continue to be negotiated on behalf of the Department of Environment and Science 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.

Ministerial Advisory Committee on Women and Girls in Sport and Recreation					
Act or instrument	The Ministerial Advisory Committee on Women and Girls 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	Committee members provided advice and feedback to the department on policies and programs upon request.				
Financial reporting	The Committee is an advisory body and does not have financial responsibilities. Costs are contained within this final report.				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received

Chair	Doune Macdonald	0	0	0	0
Member	Sue Hooper	0	0	0	0
Member	AnneMarie White	0	0	0	0
Member	Dean Warren	0	0	0	0
Member	Sharon Finnan-White	0	0	0	0
No. scheduled meetings/sessions	The committee's scheduled meeting during the reporting period was cancelled due to the Queensland state election.				
Total out of pocket expenses	Nil.				

Mt Gravatt Showgrounds Trust					
Act or instrument	<i>Mt Gravatt Showgrounds Act 1988</i>				
Functions	The Mt Gravatt Showgrounds Trust (the Trust) is responsible for the development and management of the grounds for the purpose of showgrounds, parks and recreation. The Trust is responsible for co-ordination of the use of the ground facilities for the benefit of all users and the community.				
Achievements	<p>The Trust maintains this unique suburban facility for the enjoyment of the local community and is used by many groups and local residents for recreational pursuits.</p> <p>The Trust maintains hiring and other user charges at a reasonable level in order to ensure the facilities are within financial reach local users. The Trust is committed to improving and expanding on the range of facilities and to make the showgrounds economically sustainable for years to come.</p>				
Financial reporting	Financial statements are published in the Trust's annual report				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
<i>Ex-Officio</i>	Krista Adams	4	N/A	N/A	N/A
<i>Member</i>	Peter Stirk	3	N/A	N/A	N/A
<i>Member</i>	Guy McEntyre	4	N/A	N/A	N/A
<i>Member</i>	Kim Goss	4	N/A	N/A	N/A
<i>Member</i>	Gary Price	3	N/A	N/A	N/A
<i>Member</i>	Ian Kaye (resigned 24 July 2017)	0	N/A	N/A	N/A
<i>Member</i>	Corrine McMillan (resigned 2 August 2017)	1	N/A	N/A	N/A
No. scheduled meetings/sessions	4				

Total out of pocket expenses	Nil.
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Board of the Queensland Academy of Sport					
Act or instrument	The Board of the Queensland Academy of Sport (QAS) 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 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	Provided advice to the Minister for Sport on community engagement activities, the National Sports Plan, amalgamation of state institutes and academies of sport and the QAS Strategic Plan.				
Financial reporting	Costs are contained within this final report.				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
<i>Chair</i>	Bronwyn Thompson	3	\$195 per meeting	N/A	\$585
<i>Member</i>	Kelly McKellar-Nathan	2	\$150 per meeting	N/A	\$300
<i>Member</i>	Ray Epstein	3	\$150 per meeting	N/A	\$450
<i>Member</i>	Steve Renouf	2	\$150 per meeting	N/A	\$300
<i>Member</i>	Naomi McCarthy	3	\$150 per meeting	N/A	\$450
<i>Member</i>	AnneMarie White	3	\$150 per meeting	N/A	\$450
<i>Member</i>	Scott Derwin	2	\$150 per meeting	N/A	\$300
<i>Ex-Officio</i>	Director-General, Department of National Parks, Sport and Racing	2	Nil	N/A	Nil
No. scheduled meetings/sessions	3				
Total out of pocket expenses	Nil				

Racing Queensland Board					
Act or instrument	<i>Racing Act 2002</i>				
Functions	As the control body for the board codes of racing (thoroughbred, greyhound and harness racing), the Racing Queensland Board is responsible for managing these codes of racing collectively while having regard to the interests of each individual code				
Achievements	<p>During July–December 2017, the Racing Queensland Board:</p> <ul style="list-style-type: none"> submitted its Annual Report for tabling, as required under the <i>Financial Accountability Act 2009</i> commenced implementation of its Infrastructure Plan March 2017 submitted its Ministerial Report on Club Compliance and Licensing, as required under section 126 of the <i>Racing Act 2002</i> (Qld) submitted its first quarter report for FY18 for the codes of racing, as required under section 87 of the <i>Racing Act 2002</i> (Qld). 				
Financial reporting	Transactions of the entity are accounted for in its financial statements.				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
<i>Chair</i>	Steve Wilson AM	8 Board meetings and 2 Audit and Risk Committee meetings	\$58,685 p.a.	\$2,500	\$30,593
<i>Deputy Chair</i>	Sharon Dawson	7 Board meetings and 1 Remuneration and HR Committee meeting	\$39,303 p.a.	\$3,500	\$20,527
<i>Director</i>	Susannah George	5 Board Meetings and 1 Remuneration and HR Committee meeting	\$39,303 p.a.	\$2,500	\$20,276
<i>Director</i>	Maxwell Walters	8 Board meetings, 2 Audit and Risk Committee meetings and 1 Remuneration and HR Committee meeting	\$39,303 p.a.	\$6,000	\$22,027
<i>Director</i>	Mark Sowerby	7 Board meetings	\$39,303 p.a.	\$0	\$19,651
<i>Director</i>	Margaret Reynolds	8 Board meetings	\$39,303 p.a.	\$0	\$19,651
<i>Director</i>	Dale Cartwright	8 Board meetings	\$39,303 p.a.	\$0	\$19,651
No. scheduled meetings/sessions	8 Board meetings 2 Audit and Risk Committee meetings 1 Remuneration and HR Committee meeting				
Total out of pocket expenses	\$121.80				

Stadiums Queensland					
Act or instrument	<i>Major Sports Facilities Act 2001</i>				
Functions	To manage, operate and promote the use of major sports, recreation and entertainment facilities.				
Achievements	The Board of Stadiums Queensland (SQ) continued to exercise responsibility for the overall corporate governance of SQ, setting the organisation's strategic direction within the parameters set down by the <i>Major Sports Facility Act 2001</i> and determining the policies and practices that govern SQ's day-to-day operations.				
Financial reporting	Transactions are accounted for in the financial statements of Stadium Queensland's annual report.				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
<i>Chair</i>	Sophie Devitt	6	\$35,000 pa	N/A	\$17,500 (as Chair for 6 months)
<i>Director</i>	Rabieh Krayem	6	\$15,000 pa	N/A	\$7,500 (as Director for 6 months)
<i>Director</i>	Victoria Bryant (nee Carthew)	6	\$15,000 pa	N/A	\$7,500 (as Director for 6 months)
<i>Director</i>	Christopher Johnson	6	\$15,000 pa	N/A	\$7,500 (as Director for 6 months)
<i>Director</i>	Samantha Carroll	6	\$15,000 pa	N/A	\$7,500 (as Director for 6 months)
<i>Director</i>	Michael Cottier	6	\$15,000 pa	N/A	\$7,500 (as Director for 6 months)
<i>Director</i>	Sandra Deane	6	\$15,000 pa	N/A	\$7,500 (as Director for 6 months)
No. scheduled meetings/sessions	Six meetings were held during the reporting period 1 July 2017 to 31 December 2017.				
Total out of pocket expenses	Nil.				

Suncorp Stadium Management Advisory Committee					
Act or instrument	The Suncorp Stadium Management Advisory Committee was not established under legislation.				
Functions	The committee was established by, and reports to, the commercial operator of Suncorp Stadium. It was established as a requirement of the Development Approval for the redevelopment of Suncorp Stadium. The committee advises on the development of management plans for Stadium operations, advises on the coordination of local arrangements for Stadium events and manages stakeholder and community relations.				
Achievements	Provided a forum for Suncorp Stadium to brief local community stakeholder groups in advance of the Paul McCartney concert held in December 2017 and the Foo Fighters concert to be held in January 2018.				
Financial reporting	N/A				
Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
<i>Chair</i>	Alan Graham	1	Nil	Nil	Nil
<i>Member</i>	Greg Adermann	1	Nil	Nil	Nil
<i>Member</i>	Karen Dare	0	Nil	Nil	Nil
<i>Member</i>	Sarosh Mehta	1	Nil	Nil	Nil
<i>Member</i>	Gordon Buchanan	0	Nil	Nil	Nil
<i>Member</i>	Steve Rudlin	0	Nil	Nil	Nil
<i>Member</i>	Timothy Eva	1	Nil	Nil	Nil
<i>Member</i>	Frank Stemm	0	Nil	Nil	Nil
<i>Member</i>	Steven Miles MP	1	Nil	Nil	Nil
<i>Member</i>	Damian Breen	1	Nil	Nil	Nil
<i>Member</i>	Diane Peck	1	Nil	Nil	Nil
<i>Ex-Officio</i>	Peter Matic	1	Nil	Nil	Nil
No. scheduled meetings/sessions	Meetings are convened on an as-needs basis, only one meeting was held between 1 July and 12 December 2017 period.				
Total out of pocket expenses	Nil.				

Appendix 3—Report on the Administration of the *Marine Parks Act 2004*

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, designated areas and highly protected areas within the parks. These management arrangements are formalised through the gazettal of zoning plans and development of management plans.

Public authorities and other interested groups, including Aboriginal and Torres Strait Islander communities 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 were 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 2017
- Marine Parks (Moreton Bay) Zoning Plan 2008
- Marine Parks Regulation 2017

In September 2017, in accordance with the automatic expiry provisions of the *Statutory Instruments Act 1992*, the Marine Parks Regulation was reviewed and remade with some minor amendments to improve its effectiveness and efficiency. The zoning plan for Great Sandy Marine Park was also remade with no changes while a more comprehensive review of the zoning plan is being undertaken.

A separate report on the administration of the *Marine Parks Act 2004* will be prepared for the 2017–2018 financial year and tabled in Parliament in accordance with the reporting requirements outlined in s148 of the Act.

Appendix 4—Additional published information

In addition to the information contained in this final report, the department also published additional information and data related to its functions and services to the Queensland Government's Open Data portal at <https://data.qld.gov.au>

Topics included in this final report include:

- Consultancies
- Overseas travel
- Queensland Language Services Policy.

Appendix 5—External scrutiny

During the reporting period, there were no significant external audits or reviews of the Department of National Parks, Sport and Racing.

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.
CSIRO	The Commonwealth Scientific and Industrial Research Organisation (CSIRO) is the federal government agency for scientific research in Australia.
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) protect key inshore and estuarine fish habitats that are essential to sustaining 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 that support sport and recreation at the grassroots level. <i>Get in the Game</i> supports individuals and organisations in increasing sport and active recreation participation.
<i>Get Out, Get Active</i>	The <i>Get Out, Get Active</i> program provides funding for projects that 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 agreement	A formal agreement registered with the National Native Title Tribunal made with native title parties under the Commonwealth <i>Native Title Act 1993</i> .
Indigenous 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.
Machinery-of-government change	An administrative change that affects the overall structure and functions of government agencies.
Management plans	Statutory documents that provide clear management direction and priority actions for QPWS-managed areas. Management plans require public consultation and, in the case of national park (Cape York Peninsula Aboriginal land) or an Indigenous joint management area, must be prepared jointly with relevant Indigenous landholders.
Marine park	Marine parks are large multiple use areas that provide for the conservation of the marine environment. Through a system of zoning, marine parks provide for a range of recreational and commercial pursuits while also supporting conservation initiatives. Marine parks help protect a wide variety of habitats including mangrove wetlands, seagrass beds, mudflats, sandbanks, beaches, rocky

Term	Definition
	outcrops and reefs.
Medal of the Order of Australia	In the Australian honours system, appointments to the Order of Australia confer recognition for outstanding achievement and service. The Medal of the Order of Australia is awarded for service worthy of particular recognition.
National park	National parks are generally 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 consistent with this objective.
<i>Nature Play Queensland</i>	An initiative to increase the time Queensland children spend in unstructured play outdoors and in nature.
<i>PLOS ONE</i>	A peer reviewed, open access, scientific journal published by the Public Library of Science (PLOS). The journal covers any discipline within science and medicine.
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	A centre that supports the state's elite and identified developing athletes.
QuEST policy	The Queensland Eco and Sustainable Tourism policy is a policy framework for ecotourism operators who access high visitation national parks. QuEST provides business certainty, best practice standards, support for authorised operators, opportunities for growth and streamlined administration.
RAMSAR	The International Convention on Wetlands, called the Ramsar Convention, is the intergovernmental treaty that provides the framework for the conservation and wise use of wetlands and their resources. The Convention was adopted in the Iranian city of Ramsar in 1971 and came into force in 1975.
Senior Executive Service	Officers within the Queensland Public Service who are appointed to support the chief executive to deliver the government's agenda. Their employment conditions are defined by a Directive of the Public Service Commission.
Stakeholders	Individuals, groups or organisations with a specific interest in and/or influence on the work of the department.
<i>Start Playing, Stay Playing</i>	A report released by the Ministerial Advisory Committee on Women and Girls in Sport and Recreation. The report provided recommendations to promote lifelong participation in sport and recreational activities.
Sports Houses	Affordable office accommodation provided to regional and State-level sport and recreation tenants to assist them achieve sport and recreation outcomes.
Torres Strait Community Sport and Recreation Program	A program that provides funding to support the delivery of sport and recreation services to identified Torres Strait communities across Queensland.

Term	Definition
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
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
CoE	Centre of Excellence
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CYPAL	Cape York Peninsula Aboriginal Land
eDOCS	electronic document and records management system
EMB	Executive Management Board
FHA	Fish Habitat Area
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
LTIR	lost time injury and illness rate
NDRRA	Natural Disaster Relief and Recovery Arrangements
NPSR	Department of National Parks, Sport and Racing
NRL	National Rugby League
OAM	Medal of the Order of Australia

Acronym	Explanation
P&DP	Performance and Development Plan
PNG	Papua New Guinea
QAO	Queensland Audit Office
QAS	Queensland Academy of Sport
QPWS	Queensland Parks and Wildlife Service
QRL	Queensland Rugby League
QuEST	Queensland Eco and Sustainable Tourism
QYAC	Quandamooka Yoolooburrabee Aboriginal Corporation
RIF	Racing Infrastructure Fund
RTI Act	<i>Right to Information Act 2009</i>
SDS	Service Delivery Statement
SRIPP	Significant Regional Infrastructure Projects Program
TSCSRP	Torres Strait Community Sport and Recreation Program

Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer or statutory body to the relevant Minister/s 	ARRs – section 8	Page 1
Accessibility	<ul style="list-style-type: none"> Table of contents Glossary 	ARRs – section 10.1	Page iii Page 55
	<ul style="list-style-type: none"> Public availability 	ARRs – section 10.2	Inside front cover
	<ul style="list-style-type: none"> Interpreter service statement 	<i>Queensland Government Language Services Policy</i> ARRs – section 10.3	Inside front cover
	<ul style="list-style-type: none"> Copyright notice 	<i>Copyright Act 1968</i> ARRs – section 10.4	Inside front cover
	<ul style="list-style-type: none"> Information Licensing 	<i>QGEA – Information Licensing</i> ARRs – section 10.5	Inside front cover
General information	<ul style="list-style-type: none"> Introductory Information 	ARRs – section 11.1	Page 3
	<ul style="list-style-type: none"> Agency role and main functions 	ARRs – section 11.2	Page 3
	<ul style="list-style-type: none"> Operating environment 	ARRs – section 11.3	Page 4
Non-financial performance	<ul style="list-style-type: none"> Government's objectives for the community 	ARRs – section 12.1	Pages 6-7
	<ul style="list-style-type: none"> Other whole-of-government plans / specific initiatives 	ARRs – section 12.2	Pages 13-31
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 12.3	Pages 13-31
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 12.4	Pages 13-31
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 13.1	Page 10
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 14.1	Page 9
	<ul style="list-style-type: none"> Executive management 	ARRs – section 14.2	Page 7
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 14.3	Appendix 2
	<ul style="list-style-type: none"> <i>Public Sector Ethics Act 1994</i> 	<i>Public Sector Ethics Act 1994</i> ARRs – section 14.4	Page 42
	<ul style="list-style-type: none"> Queensland public service values 	ARRs – section 14.5	Page 7
Governance – risk management and accountability	<ul style="list-style-type: none"> Risk management 	ARRs – section 15.1	Page 40
	<ul style="list-style-type: none"> Audit committee 	ARRs – section 15.2	Page 38
	<ul style="list-style-type: none"> Internal audit 	ARRs – section 15.3	Page 41

Summary of requirement		Basis for requirement	Annual report reference
	<ul style="list-style-type: none"> • External scrutiny 	ARRs – section 15.4	Page 54
	<ul style="list-style-type: none"> • Information systems and recordkeeping 	ARRs – section 15.5	Page 41 Page 42
Governance – human resources	<ul style="list-style-type: none"> • Workforce planning and performance 	ARRs – section 16.1	Page 34
	<ul style="list-style-type: none"> • Early retirement, redundancy and retrenchment 	Directive No.11/12 <i>Early Retirement, Redundancy and Retrenchment</i> Directive No.16/16 <i>Early Retirement, Redundancy and Retrenchment</i> (from 20 May 2016) ARRs – section 16.2	Page 37
Open Data	<ul style="list-style-type: none"> • Consultancies 	ARRs – section 17 ARRs – section 34.1	Page 54
	<ul style="list-style-type: none"> • Overseas travel 	ARRs – section 17 ARRs – section 34.2	Page 54
	<ul style="list-style-type: none"> • Queensland Language Services Policy 	ARRs – section 17 ARRs – section 34.3	Page 54
Financial statements	<ul style="list-style-type: none"> • Certification of financial statements 	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.1	Provided electronically
	<ul style="list-style-type: none"> • Independent Auditor's Report 	FAA – section 62 FPMS – section 50 ARRs – section 18.2	Provided electronically

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2009*

ARRs *Annual report requirements for Queensland Government agencies*

Financial statements

Provided electronically

