

2014

**ANNUAL  
REPORT**

2015



**Queensland  
Government**

## Purpose of the report

This annual report details the financial and non-financial performance of the Department of National Parks, Sport and Racing (NPSR) from 1 July 2014 to 30 June 2015. It highlights the work, achievements, activities and strategic initiatives of the department and satisfies the requirements of Queensland's *Financial Accountability Act 2009*.

## Feedback

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

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29 September 2015

The Honourable Dr Steven Miles MP  
Minister for Environment and Heritage Protection  
Minister for National Parks and the Great Barrier Reef  
400 George Street  
Brisbane Qld 4000

The Honourable Bill Byrne MP  
Minister for Agriculture and Fisheries  
Minister for Sport and Racing  
80 Ann Street  
Brisbane Qld 4000

Dear Ministers

I am pleased to present the Annual Report 2014–2015 and financial statements for the Department of National Parks, Sport and Racing.

I certify that this Annual Report complies with:

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

A checklist outlining the annual reporting requirements can be accessed at [www.npsr.qld.gov.au](http://www.npsr.qld.gov.au).

Yours sincerely

Tamara O'Shea  
**Director-General**

# Message from the Director General

The Department of National Parks, Sport and Racing (NPSR) is committed to protecting and jointly managing our parks, forests and the Great Barrier Reef for current and future generations; supporting and encouraging active participation in physical activity; and ensuring the integrity of the racing industry across the state.

In 2014–15, the department's service areas implemented a range of initiatives to support these objectives and deliver improved services and positive outcomes for the people of Queensland.

For national parks, significant achievements included the release of A Master Plan for Queensland's Parks and Forests to 2025. This plan will assist in the effective management of our natural areas and outlines the long-term vision and goals for the management of all protected areas and state forests in Queensland for the next 10 years.

To support the recovery and restoration of threatened species populations, rounds 2 and 3 of the joint State-Commonwealth Nest to Ocean Turtle Protection Program were delivered, helping to protect marine turtle hatcheries from predation.

To ensure our parks and forests continue to be preferred destinations for tourism and recreation, an ongoing program of capital works infrastructure development and facilities upgrades was also implemented to enhance visitor experiences.

Sport and recreation highlights included the continued roll-out of the popular Get in the Game (Get Started, Get Going, Get Playing) suite of programs, which aim to provide more Queenslanders with the opportunity to participate in a wide range of sporting activities. In addition, the release of Get Playing Plus program provided \$20 million in funding to support larger community sport and recreation infrastructure developments.

The release of the State Outdoor Recreation Framework provides an integrated approach to the coordination, planning, development and management of public recreation trails of state and regional significance and promotes opportunities for increased community participation in outdoor recreation.

In racing, the department continued its support of the industry through a range of funding programs. The Racing Infrastructure Fund was established to fund critical racing infrastructure projects while the Training Track Subsidy Scheme provided \$2 million to assist thoroughbred race clubs maintain their training facilities and better service the industry.

In 2015–16, the department will continue to build on these achievements with a focus on delivering new, and continuing, programs and services to support our vision.

## National parks

The department will continue to support the joint management program of the Naree Budjong Djarra National Park on North Stradbroke Island in conjunction with traditional owners, the Quandamooka people. Funding of \$12.4 million will ensure the park continues to be managed in a way that preserves its outstanding natural and cultural values.

Ongoing management of Cape York Peninsula will continue to be a priority. Funding of \$7.4 million will be provided over four years to jointly manage, in conjunction with traditional owners, approximately 2.6 million hectares of park estate on Cape York Peninsula. Indigenous rangers will ensure the Cape York national parks are adequately managed and maintained by working to protect the estate from the threats of fire, pest and weed infestation and ensure sustainable visitor access outcomes.

The department will continue to work to mitigate key threats to the Great Barrier Reef and national park islands through a joint State-Commonwealth program delivering conservation and compliance actions as part of the Great Barrier Reef Field Management Program.

## Sport and recreation

Support for greater grassroots participation in sport and recreation will continue through the Get in the Game initiative with \$45.7 million allocated in 2015–16 across the key programs:

- Get Started—\$5 million to provide vouchers of up to \$150 to encourage more children and young people to play sport and become involved in recreation activities
- Get Going—\$3.5 million to support not-for-profit sport and active recreation organisations with creating and providing access to participation opportunities
- Get Playing—\$19.2 million for new or upgraded sport and active recreation facility projects
- Get Playing Plus—\$18 million for major new or upgraded sport and active recreation places and spaces.

Queensland's elite sports venues will be enhanced with a State Netball Centre to be built at the Queensland Sports and Athletics Centre at Nathan in Brisbane. This represents a significant investment in the future of the sport and one which will cement netball as the premier sport for women and girls throughout the state.

The \$7.1 million redevelopment of the Sunshine Coast Recreation Centre is also due for completion in 2015–16. With accommodation, dining and physical activity facilities receiving a major overhaul, the redevelopment will enable the centre to attract more schools and community groups as well as families, school holiday users, corporate groups and even international visitors.

Through the Queensland Academy of Sport, Queensland athletes will be well supported in the lead-up to the 2016 Olympic and Paralympic Games in Rio de Janeiro with access to the best training, facilities and support services the state has to offer.

## **Racing**

The department will contribute to the implementation of the accepted recommendations of the Commission of Inquiry into the Queensland Greyhound Racing Industry thereby strengthening and improving the integrity and public confidence in the industry.

The department, in partnership with Racing Queensland, will also undertake industry consultation to develop a plan for a sustainable future for the racing industry, including exploring funding solutions to halt ongoing financial losses for Racing Queensland.

Continued funding will be provided for major infrastructure projects and additional country race meetings to underpin and support the Queensland racing industry.

In conclusion, I would like to thank the department's executive management team and employees for their commitment to our vision and for ensuring the successful delivery of our key programs and initiatives.

Tamara O'Shea  
**Director-General**

# Our organisation

## Our department

The Department of National Parks, Sport and Racing (NPSR) manages national parks and their use and enjoyment by all Queenslanders; encourages active lifestyles by providing recreational and sporting opportunities; and regulates the state's racing industry.

The department has three service areas working towards this purpose.

- National Parks—delivering recreation, tourism and conservation on a whole-of-landscape scale and managing the present for an environmentally sustainable future.
- Sport—focusing on providing policy, programs and services to achieve 'more Queenslanders participating in sport and active recreation'.
- Racing—providing a framework for the regulation of the Queensland racing industry to ensure integrity and public confidence in the industry and providing a comprehensive range of racing integrity services, including the provision of drug testing, research and other scientific services.

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

This report details the activities and achievements of the department during the reporting period of 1 July 2014 to 30 June 2015 and outlines the department's direction and financial position for the year.

### Our vision

Queenslanders enjoy our spectacular parks and forests and world-class sport, recreation and racing opportunities. Our enviable natural environment and active lifestyle enhance our health, wellbeing, prosperity and communities.

### Our strategic direction

During 2014–15, the department focused on achieving the following objectives:

- Parks and forests are protected and available to be enjoyed by all Queenslanders now and into the future.
- Queenslanders lead active and healthy lifestyles through participation in physical activity.

- A Queensland racing industry operating with integrity.
- A capable and streamlined, customer-centric organisation.

### Our clients

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

### Our challenges

Strategic challenges for the department include:

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



## Our management team

The Executive Management Team (EMT) ensures the effective management and administration of the department. The team plays a strong leadership role in identifying priorities, setting strategic direction and driving policy initiatives. It also offers high-level advice and support to the Director-General.

EMT met on a regular basis during the reporting period and reviewed the department's performance including monthly financial performance reports and quarterly human resources reports. It also considered forthcoming Cabinet business.

As at 30 June 2015, membership of the EMT was as follows:

### **Dr John Glaister** **Director-General**

John leads the department's strategic direction and priorities to ensure they are aligned with the Queensland Government's direction. He holds primary responsibility for planning activities, resource decisions, policy initiatives and risk management. As the organisation's head, John leads collaboration both within the department and across government.

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

Ben leads the Queensland Parks and Wildlife Service, which manages the state's parks and forests including national parks, marine parks, fish habitat areas, State forests and recreation areas. He is responsible for ensuring Queensland's outstanding parks and forests are protected, enjoyed and cherished now and into the future, enhancing Queenslanders' wellbeing and prosperity. In this role, Ben oversees parks and forests conservation, ecotourism and visitor services and Indigenous partnerships and permissions management.

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

Richard is responsible for the development and implementation of policy, programs and services that enable Queenslanders to lead active and healthy lifestyles. He is responsible for managing recreation centres and sport precincts, as well as delivering funding programs across community, industry and Indigenous groups. Richard also has oversight of the Queensland Academy of Sport, focussing on elite athlete development so that Queensland remains at the forefront of domestic and international sport.

### **Dale Himstedt** **Executive Director, Office of Racing**

Dale is responsible for both the Office of Racing Regulation, which oversees policy development, compliance and regulation of the industry, and the Racing Science Centre, which provides drug control, animal welfare, scientific and other integrity related services to the racing industry. He is responsible for providing strategic advice, direction, leadership, management and policy expertise to both the government and the Queensland racing industry to ensure the highest principles of integrity and probity are maintained.

### **Peter Griffin** **Assistant Director-General, Corporate Services**

As the Head of Corporate for NPSR under the Business and Corporate Partnership, Peter is responsible for delivering corporate services and business programs in areas such as governance and strategy; corporate communications; human resources and finance and asset management. Peter leads the provision of Procurement, Right to Information and Privacy services for NPSR and across the Business and Corporate Partnership.

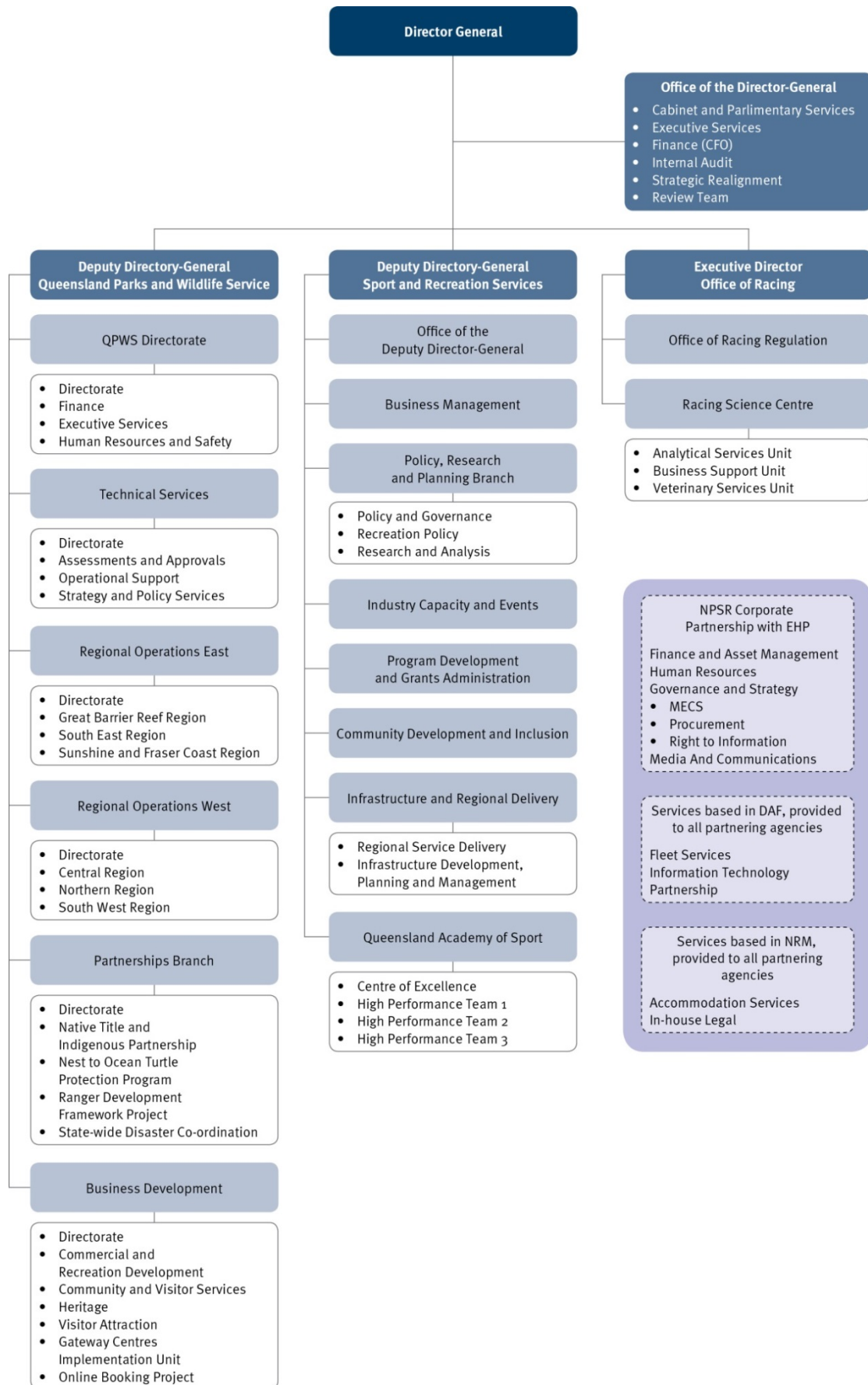
### **Duncan Anson** **Chief Finance Officer, Office of the Director-General**

Duncan is responsible for the financial management of the department, including managing financial risk, establishing and maintaining strong budget and asset management frameworks and providing strategic financial advice to assist the department achieve its objectives.

### **Natalie Conner** **Executive Director, Office of the Director-General**

Natalie's role includes providing strategic advice to the Director-General on issues and challenges for NPSR with statewide or corporate impact. She is also the lead on workforce development programs as well as related whole-of-government initiatives.

# Organisational structure



## Our contribution

The department contributes to the government's objectives for the community and government commitments through:

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

supporting country racing to create economic and community benefits in regions.

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

- **Customers first**—Know your customers; Deliver what matters; Make decisions with empathy; Strive to ensure the safety of our customers.
- **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 our staff; Play to everyone's strengths; Develop yourself and those around you; Make health and safety everyone's priority.

### The Queensland Plan

The department's policies, programs and services align with the Queensland Government Response to The Queensland Plan (the Government Response). The Government Response supports the government's objectives for the community and identifies the priorities and key initiatives that will contribute towards implementing Queenslanders' vision.

The department contributes to the following government objectives:

- Creating jobs and a diverse economy
- Delivering quality frontline services
- Protecting the environment
- Building safe, caring and connected communities.

More information about our policies, programs and services that contribute to the Government Response can be found in the *Our performance* section of this report.

## The year at a glance

### Queensland Parks and Wildlife Service

- QPWS released A Master Plan for Queensland's Parks and Forests to 2025 and ensured almost 100 per cent of national parks and regional parks had an appropriate park-level management instrument (up from 65 per cent in 2013–14).
- Queensland's parks and forests hosted an estimated 1.3 million overnight camper stays, with QPWS administering 317,215 camping and vehicle access permits (a 9.14 per cent increase on the previous year).
- Delivery of \$12 million in Great Barrier Reef and national park islands conservation and compliance outcomes as part of the \$17 million State-Commonwealth Joint Great Barrier Reef Field Management Program.
- QPWS reviewed its fire zoning and delivered more than 410 planned burns, including an enhanced program of burns and upgrades to fire lines to protect human life and property.
- Following the destructive impact of Tropical Cyclone Marcia on central Queensland in February 2015, QPWS ensured all national parks impacted by the cyclone were safely re-opened for visitor access within four months of the event.
- Delivered visitor infrastructure projects such as the Springbrook suspension bridge, a new canoe launch and car park at Walkabout Creek, an amphitheatre roof at Mon Repos Turtle Centre, and Smedley's Hill mountain bike track. .
- QPWS entered into a number of new protected area Indigenous management agreements with traditional owners.

### Sport and Recreation Services

- Sport and Recreation Services launched *Up, Out and Active*, which focusses on prioritising investments, resources and partnerships.
- The Get in the Game suite of programs was successfully delivered.
  - Rounds 4 and 5 of the *Get Started* program were released with almost 37,000 vouchers redeemed at clubs. Of these, 36 per cent and 21 per cent respectively, were redeemed by children who hadn't previously played club sport
  - Under the *Get Going* program, 468 local sport and recreation clubs across Queensland were approved funding in excess of \$3.57 million to support initiatives that increase participation and build organisational capacity.

- More than \$11.4 million in funding was approved under the *Get Playing* program for 141 local sport and recreation infrastructure developments such as lighting, amenities, courts and ovals or fields and irrigation.
- *Get Playing Plus* was released. This infrastructure program supports larger community sport and recreation infrastructure developments and, under its first release, more than \$21 million was approved to develop 24 projects across the state.
- Delivery of 302 education and training programs to 5311 volunteers, to help build the capacity of the sport and recreation industry.
- Opportunities continued to be delivered for women and girls' lifelong participation in sport and active recreation under the *Get Out, Get Active* program, with funding to 19 councils for the delivery of targeted physical activity programs and initiatives.
- Eighty-two Queensland Academy of Sport athletes participated in the 2014 Commonwealth Games in Glasgow, bringing home 39 gold, 15 silver and 16 bronze medals as well as breaking nine Commonwealth records and two World records.

### Office of Racing

- Provided funding of \$1 million to country racing in Queensland, resulting in 20 additional country race meetings for the year.
- Provided funding of \$2 million to offset the costs to Queensland thoroughbred race clubs of maintaining training facilities at their venue from the Training Track Subsidy Scheme.
- As a result of an exclusive wagering agreement with UBET, racing infrastructure projects can be funded from the new Racing Infrastructure Fund, established to replace the Racing Industry Capital Development Scheme.
- The Queensland Greyhound Racing Industry Commission of Inquiry examined the regulation of the Queensland greyhound industry. The Commissioner, Mr Alan MacSporran QC, delivered the commission's report on 1 June 2015. The report contained 15 recommendations, which have been accepted in principle by the Queensland Government.

## Looking ahead to 2015–16

In 2015–16, the department's focus will include the following priorities:

- Mitigate key threats to the Great Barrier Reef and national park islands through a joint State-Commonwealth program delivering conservation and compliance actions as part of the Great Barrier Reef Field Management Program.
- Ensure that joint management arrangements for Naree Budjong Djarra National Park and Peel Island are delivered in accordance with the Indigenous Management Agreement.
- Progress amendments to relevant provisions of the *Nature Conservation Act 1992* to ensure the Act delivers appropriate protections for Queensland's national parks.
- Protect the Daisy Hill Forest and save the Mooloolah Logging Area from development of large-scale motorbike facilities on the site.
- Provide infrastructure to support parks and forests conservation and visitor experiences, including a refurbished visitor centre at Carnarvon National Park, improving amenities at Dundubara and Eurong on Fraser Island and upgrading day use and camping areas at Danbulla State Forest on the Atherton Tablelands.
- Provide \$3.1 million to employ 22 rangers in Cape York national parks, strengthen management of these areas' natural and cultural values and support Indigenous joint management and employment opportunities.
- Implement strategic fire and pest management programs to mitigate threats to parks and forests and ensure Queensland Parks and Wildlife Service is a good neighbour.
- Progress the declaration of two new fish habitat areas and the extension of one fish habitat area in central Queensland.
- In partnership with the Department of Environment and Heritage Protection undertake consultation and develop a future protected area policy for the expansion and management of the protected area estate.
- Improve local sporting facilities for The Gap Football Club clubhouse and sporting fields, completing the replacement of the athletics track at the Townsville Sports Reserve and deliver the upgrade of the Cannon Hill Parish Community Pool.
- Support grassroots sport and recreation clubs through the *Get in the Game* initiative, with \$45.7 million allocated in 2015–16 across the key programs:
  - \$5 million for *Get Started* vouchers to provide vouchers of up to \$150 to encourage more children and young people to play sport and become involved in recreation activities
  - \$3.5 million for *Get Going Clubs* to support not-for-profit sport and active recreation organisations with creating and providing access to participation opportunities
  - \$19.2 million for *Get Playing Places and Spaces* for new or upgraded sport and active recreation facility projects
  - \$18 million for *Get Playing Plus* for major new or upgraded sport and active recreation places and spaces.
- Complete the \$7.1 million redevelopment of the Sunshine Coast Recreation Centre.
- Provide \$250,000 to construct a canoe launching facility and boardwalk at David Fleay Wildlife Park, in partnership with Gold Coast Waterways Authority which is contributing \$295,000 towards the total project cost of \$545,000.
- Support Queensland athletes through the Queensland Academy of Sport in their preparations for the 2016 Olympic and Paralympic Games and the 2018 Commonwealth Games.
- Contribute to the implementation of the accepted recommendations made by the Commission of Inquiry into the Queensland Greyhound Racing Industry to strengthen and improve the integrity and public confidence in the industry.
- Review of the *Racing Act 2002* will continue to ensure the Act addresses contemporary developments in the racing industry.
- Continue to support major racing infrastructure projects.
- Continue the roll out of the department's Accredited Training Program, aligning training to the national qualifications framework to ensure that the quality of training that staff undertake meets national standards

## Financial summary

### Financial highlights

The department faced a number of budget challenges in 2014–15 but overcame these, recording an operating surplus of \$0.8 million prior to year-end non-cash adjustments relating to revaluations, transfers and depreciation funding variances. These non-cash adjustments resulted in an operating deficit of \$54.5 million, which is reflected in the Statement of Comprehensive Income.

Financial governance and control activities during the period focused on developing staff financial awareness skills, embedding a new debt management model, streamlining of payment practices including a cheque reduction initiative, introduction of management self-assurance activity and a comprehensive asset revaluation exercise within the Sport and Recreation and Racing service areas.

### Financial statements

The financial statements are formal records of an organisation's financial activities and provide an overview of the department's current financial condition. The financial statements consist of four major elements—the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity and Statement of Cash Flows and are provided on a CD included with this report.

### Statement of Comprehensive Income

The Statement of Comprehensive Income shows whether the department recorded a surplus or deficit for the financial year.

The department reported an operating deficit of \$54.5 million for the 2014–15 financial year. The deficit is directly attributed to a net non-cash revaluation decrement of \$48.9 million in the value of the department's asset portfolio of land (including protected estate), buildings and infrastructure as well as land transfers to the value of \$12.5 million to Indigenous organisations. This was partially offset by a surplus in depreciation of \$6.1 million (the difference between funding for depreciation of \$60.3 million and \$54.2 million actual depreciation). Without the impact of these year-end non-cash adjustments, the department achieved a \$0.8 million operating surplus.

	2015	2014	Increase (Decrease)	Increase (Decrease)
Statement of Comprehensive Income	\$'000	\$'000	\$'000	%
<b>Income from continuing operations</b>				
<b>Revenue</b>				
Appropriation revenue for services	270,416	257,552	12,864	5%
User charges and fees	27,713	28,612	(899)	(3%)
Grants and other contributions	22,582	37,894	(15,312)	(40%)
Revaluation increment	8,202	11,147	(2,946)	(26%)
Interest	582	544	38	7%
Other revenue	11,313	17,253	(5,940)	(34%)
<b>Total revenue</b>	<b>340,808</b>	<b>353,003</b>	<b>(12,195)</b>	<b>(3%)</b>
<b>Gains</b>				
Gains on disposal/re-measurement of assets	385	505	(120)	(24%)
<b>Total income from continuing operations</b>	<b>341,193</b>	<b>353,508</b>	<b>(12,315)</b>	<b>(3%)</b>

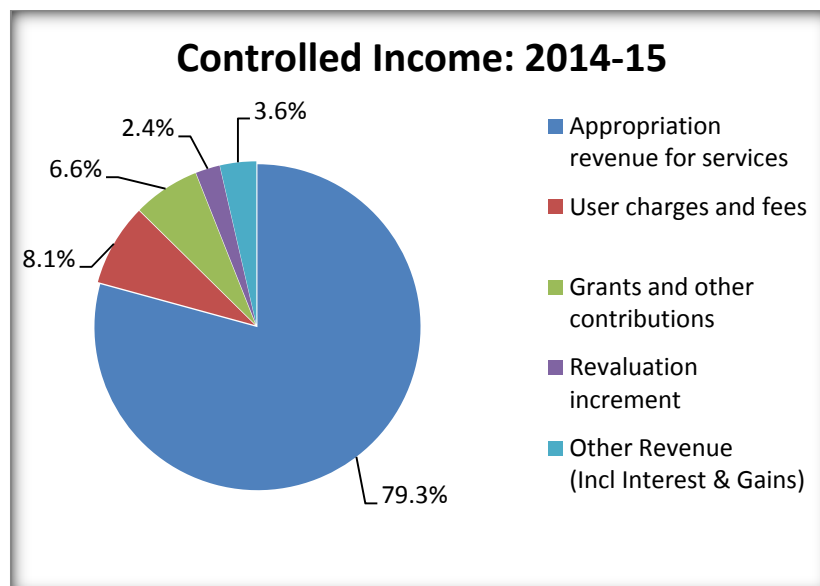
	2015	2014	(Increase) Decrease	(Increase) Decrease
Statement of Comprehensive Income <i>cont'd</i>	\$'000	\$'000	\$'000	%
<b>Expenses from continuing operations</b>				
Employee expenses	111,617	110,876	(741)	(1%)
Supplies and services	86,630	78,045	(8,584)	(11%)
Grants and subsidies	80,074	72,428	(7,646)	(11%)
Depreciation and amortisation	54,253	54,191	(62)	-
Revaluation decrement	57,095	55,775	(1,320)	(2%)
Finance/borrowing costs	7	32	25	78%
Other expenses	6,020	4,275	(1,745)	(41%)
<b>Total expenses from continuing operations</b>	<b>395,696</b>	<b>375,623</b>	<b>(20,073)</b>	<b>(5%)</b>
<b>Total comprehensive income</b>	<b>(54,503)</b>	<b>(22,115)</b>	<b>(32,388)</b>	<b>(146%)</b>
Non-cash year-end adjustments	55,293	47,828	7,465	14%
<b>Net operating surplus before non-cash end of year adjustments</b>	<b>790</b>	<b>25,713</b>	<b>(24,923)</b>	<b>(97%)</b>

## Income

The department's 2014–15 income was primarily sourced from three main areas:

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

Included in income, is an \$8.2 million increase in the value of buildings and infrastructure assets (revaluation increment). The graph below details the proportion of funding sources for 2014–15.



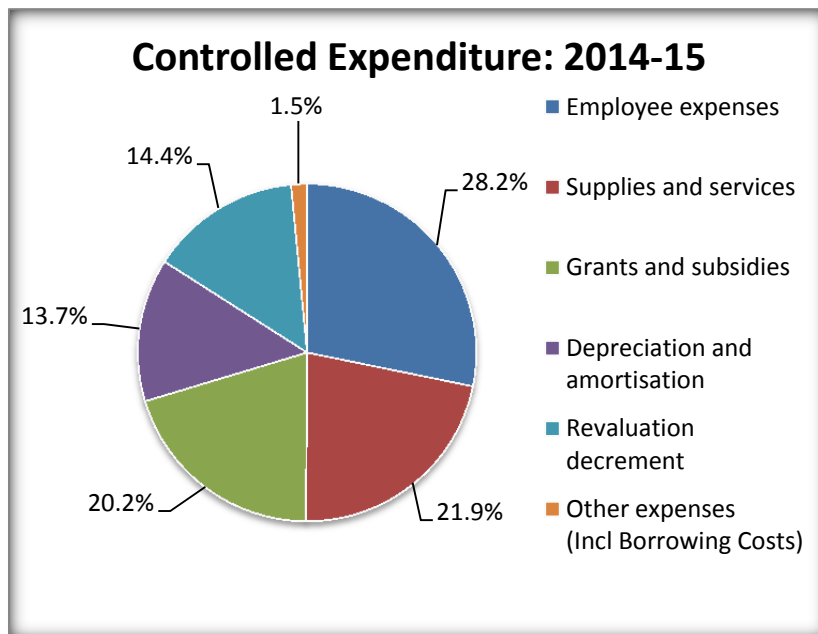
## Expenses

Primary expense categories include employee expenses, supplies and services, grants and subsidies, depreciation and amortisation and other expenses.

The department's largest expense in 2014–15 was employee expenses of \$111.6 million for the payment of staff wages and associated on-costs (e.g. superannuation, long service leave and annual leave).

Other major expenses relating to the department's activities included supplies and services for day-to-day operations of \$86.6 million, grants and subsidies expense (which are primarily associated with the Sport and Recreation service area) of \$80.1 million and depreciation and amortisation expense of \$54.3 million. The grants and subsidies expense includes \$12.5 million related to non-cash land transfers to Indigenous organisations.

Due to the continued downturns in the value of land since the department's inception in 2012, the department is unable to offset revaluation decrements against equity and instead has been required to recognise these as an expense.



## Statement of Financial Position

The Statement of Financial Position shows what the department owns (assets), what it owes (liabilities) and its net worth (equity).

### Assets

The department holds an extensive asset portfolio valued at \$2.7 billion. The asset portfolio consists primarily of property, plant and equipment including \$1.3 billion of heritage and cultural assets (principally relating to the national parks land estate) and \$837.2 million of infrastructure assets (including sport and recreation facilities and facilities constructed on national parks land estate).

### Liabilities

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

Total liabilities for the department are consistent with past trends and include \$1.8 million of appropriation payable to Queensland Treasury (Consolidated Fund) as funds carried forward for 2015–16 emergent project needs and \$19.3 million in contributions received in advance for the management of the Curtis Island Environmental Management Precinct.



## Comparison of actual financial results with budget

The 2014–15 financial statements include for the first time a budget versus actual comparison as required by AASB 1055 *Budgetary Reporting*. Included in Note 24 of the financial statements, the comparison provides explanation of key variances between the Original Budget (as per the 2014–15 Budget Paper 5 Service Delivery Statements) and the final year-end result with regard to the Statement of Comprehensive Income, Statement of Financial Position and the Statement of Cashflows. Note 24 commences on page 33 of the financial statements.

	2014–15 budget \$'000	2014 –15 actual \$'000	Variance	
			\$'000	%
<b>Statement of comprehensive income</b>				
Total income from continuing operations	418,978	341,193	(77,785)	(18%)
Total expenses from continuing operations	420,049	395,696	24,353	6%
Surplus / (Deficit)	(1,071)	(54,503)	(53,432)	(4989%)
<b>Statement of financial position</b>				
Total assets	2,970,259	2,801,728	(168,531)	(6%)
Total liabilities	61,294	42,047	19,247	31%
Total equity	2,908,965	2,759,681	(149,284)	(5%)

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

### Income

- Appropriation Revenue was \$84 million lower than budget, predominantly due to the net transfer of appropriation funds to future years. This was done to accommodate revised project timings for large capital grant programs, including racing infrastructure programs, *Get Playing*, *Get Playing Plus* and major facilities grants within Sport and Recreation Services.
- Partially offsetting the above was an unbudgeted and unforeseen revaluation increment of \$8.2 million due to general increases in the value of infrastructure assets on national parks and forests.

### Expenses

- Supplies and Services was \$11.7 million less than the original budget predominantly due to delays in various programs, including Indigenous Joint Management programs on North Stradbroke Island and Cape York Peninsula and delays in the Nest to Ocean program.
- Grants and subsidies was \$66.9 million lower than the original budget mainly due to delays in capital grant programs within Racing and grant programs within Sport and Recreation.
- Partially offsetting the above are net non-cash asset related expenses of \$51 million, comprised of an unbudgeted and unforeseen revaluation decrement of \$57.1 million in land and cultural and heritage assets and a \$6.1 million surplus against budget in depreciation and amortisation expense.

Total equity was \$149.3 million less than the original budget predominantly due to:

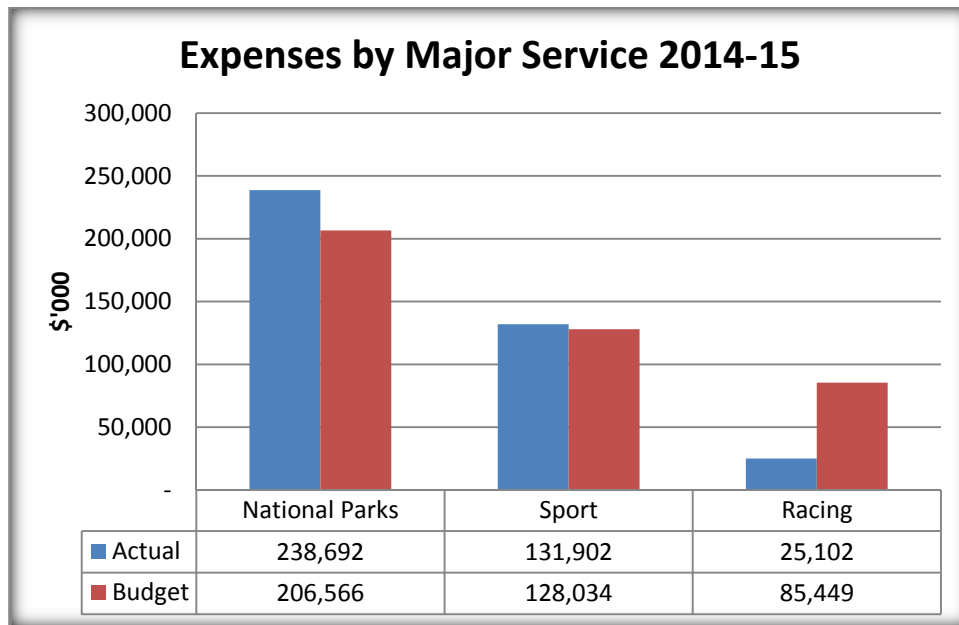
- Total assets closing at \$168.5 million lower than budget due to the net \$93.6 million cumulative impact of revaluation decrements in the 2013–14 and 2014–15 financial years; \$21.7 million cumulative transfer of land

to Indigenous organisations in 2013–14 and 2014–15; and budgeted non-cash asset revaluation increments that did not eventuate.

- Total liabilities closing at \$19.2 million less than budget due to more effective payment practices resulting in a favourable variance in payables.

### Services

The cost of providing our services compared to the estimates published in the Service Delivery Statement is illustrated in the chart below.



The significant variation in National Parks expenditure against budget largely reflects the impact of net non-cash asset devaluation expense of \$22.2 million.

The increased Sport expenditure against budget relates primarily to the impact of net non-cash asset devaluation of \$26.2 million. This was partly offset by delays in project execution against grants programs.

The reduced Racing expenditure against budget relates to delays in the execution of programs relating to infrastructure grants. Funding for infrastructure grants has been transferred into future year budgets.

### Administered activities

Administered activities are those undertaken by departments 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 \$26.7 million on behalf of the State for grants to Stadiums Queensland to support the maintenance and operation of its international standard sporting and entertainment facilities.

Additional increases in revenue and expenses relate to revenue received from Tatts Group (now UBET) of \$37.5 million and transferred (expensed) to Queensland Treasury (Consolidated Fund). This revenue is part of the \$150 million exclusivity fee, which will be paid by UBET in four tranches of \$37.5 million over a nine-year period.

### Chief Finance Officer (CFO) statement

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

The department has a comprehensive Financial Management Assurance Framework (FMAF) that sets out in detail the internal controls and the mechanisms by which these controls are tested. The department's internal control

structure reflects the common internal control model established by the internationally recognised Committee of Sponsoring Organisations of the Treadway Commission (COSO). In addition, the Audit and Risk Committee provides overall stewardship of audit activities, audit recommendations, financial reporting, risk management processes and compliance practices.

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

An overview of the CFO Statement was provided by the CFO to the Audit and Risk Committee in conjunction with a review of the final 2014–15 annual financial statements. The Audit and Risk Committee endorsed both documents to the Accountable Officer for signing.

# Our performance

## Objective—Parks and forests are protected and available to be enjoyed by all Queenslanders now and into the future

To achieve this objective, the department:

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

The Queensland Parks and Wildlife Service (QPWS) managed terrestrial estate covers more than 1300 areas, including more than eight million hectares of national park and almost three million hectares of State forest. Land and sea areas include protected areas and forest reserves, State forests and timber reserves, recreation areas, marine parks, fish habitat areas, reserves where QPWS has been appointed trustee, and freehold land held for the State. In addition, QPWS manages Queensland's five World Heritage areas, including the Great Barrier Reef Marine Park, in partnership with the Australian Government.

### Key performance indicators

Service standard	Notes	2014–15 target	2014–15 actual
Delivery of visitor and tourism facility and park management infrastructure projects on Queensland Parks and Wildlife Service (QPWS) managed estate, as measured by the capital works index		80–100	98
Percentage of the Protection and Wildlife Mitigation Zones prescribed burning target achieved on QPWS-managed estate to protect life and property.	1, 3	90%	100%
Percentage of the QPWS-managed estate prescribed burning target achieved to protect life, property and biodiversity	2, 3	80%	100%

#### Notes

1. QPWS was able to significantly exceed its target of 140 hazard reduction planned burns due to favourable conditions in Quarter 4 coupled with a specific focus on reducing risk in urban interface areas.
2. In 2014–15 a total of 618,896 hectares was burned. This result is well in excess of the annual target.
3. The planned burn program activity is a function of seasonal opportunities, and may vary above or below expected targets depending on both favourable conditions and activity focus. Burning is a rolling program and extended burning above the expected target should always occur if opportunities present, to compensate for occasional poor seasons. Favourable conditions, particularly in North Queensland, allowed extended burning activity to occur in comparison to the five year rolling average. An internal fire audit identified a significant agency and community risk due to inadequate interface protection. This year saw a concerted effort to improve community safety through enhanced interface fire line upgrades and associated hazard reduction burning.

## Our program of work

### Master Plan for Queensland's Parks and Forests to 2025

In October 2014, QPWS released the Master Plan for Queensland's Parks and Forests to 2025 (the Master Plan) to assist in the effective management of our natural areas. The Master Plan is a high-level strategic document that builds on the management directions and public consultation outcomes of the draft Naturally Queensland 2020 document released in 2011. The Master Plan outlines the long-term vision, organisational values and goals for the management of all protected areas and State forests in Queensland for the next 10 years, and will undergo timely reviews to maintain relevance and responsiveness to changing management conditions and government priorities.

### Nature Conservation Act 1992 changes

A Queensland Government priority is to ensure that the *Nature Conservation Act 1992* (NCA) is a robust piece of legislation that provides for adequate conservation of Queensland's national parks and other protected areas. In 2014–15, the department commenced an appraisal of relevant legislative amendments made in 2012 and 2013, which included broadening the object of the NCA and reducing the number of protected area tenure classes. This evaluation will inform the 2015–16 legislative program and support the Queensland Government's commitment to reinstate the conservation of nature as the sole object of the NCA. This work will also ensure the NCA maintains the cardinal principle for national park management, which is to provide, to the greatest possible extent, for the permanent preservation of the area's natural condition and the protection of the area's cultural resources and values.

### Protected Area tenure, classification and zoning

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

In 2014–15, the department supported the Queensland Government's aspirations for protected areas including securing and conserving representative and resilient samples of the state's biogeographical regions as national park. Enhancements to the protected area estate in 2014–15 included transferring Blackbraes Regional Park to national park and adding portions of Currawinya properties to the protected area estate.

To support the conservation of marine and coastal areas, the department:

- commenced a review of the Great Sandy Marine Park Zoning Plan

- released a new five-year Fish Habitat Area (FHA) Network Strategy for public consultation
- undertook the first round of public consultation between August and November 2014 and identified broad stakeholder support for proposed new FHAs at Leekes Creek (Great Keppel Island) and the Calliope River (Gladstone), and extension of the Fitzroy River declared FHA.

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

### Protected area management planning

Park-level management instruments (management plans and statements, conservation plans and recovery plans) are crucial to the effective management of national parks and other protected areas. The department aims to deliver park management planning on all protected areas, which identifies, evaluates and responds to park and forest values and threats, indicators of change and emerging issues according to a management effectiveness evaluation framework.

All protected areas managed by QPWS, including national parks and regional parks, had a current management instrument by 30 June 2015 (a small number of management instruments over areas with trustee or joint management arrangements will take longer to finalise).

The department will continue to work on reforms to the current planning framework, with the aim of providing a more efficient and consistent planning process with a greater focus on strategic planning, ongoing evaluation of management effectiveness, condition and trend reporting, and adaptive management principles. The government is reviewing the minimum consultation provisions for management plans.

### Fire management

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

During 2014–15, QPWS implemented 410 planned burns and responded to 311 wildfires. The department met its planned burn target of 80 per cent, and delivered prescribed burning on 618,896 hectares (this represents 5.16 per cent of the QPWS-managed estate). Improved hazard mitigation and early season burning has been a particular focus for the coming fire season.

In 2014–15, QPWS prioritised management of urban and rural residential interfaces, including approving 228 fire strategies and developing the first state fire

zoning GIS (Geographic Information System) layer to support coordination with Queensland Fire and Emergency Services (QFES). The department also escalated wildfire mitigation efforts in order to address increased fire risks in those areas of Yeppoon and Rockhampton affected by Tropical Cyclone Marcia, and in drought affected areas of central and western Queensland.

The department exceeded its Protection and Wildfire Mitigation Zones target, delivering 211 planned burns on these areas.

To ensure the workforce is well trained and equipped to manage fire on parks and forests, QPWS delivered enhanced fire training to its ranger staff including National Incident Management qualifications for 173 staff and QPWS planned burning courses for 54 staff. QPWS continued to improve the efficiency and effectiveness of its planned burn program through the use of innovative techniques such as ignition using aerial incendiary devices.

### **Strategic Pest Management Program**

The department works closely with neighbouring landholders, other Queensland Government agencies, local governments and conservation partners to deliver effective and collaborative pest management. In 2014–15, approximately \$7.5 million was invested in operations to manage pests, including nearly \$1.25 million for 37 Strategic Pest Management Program projects targeting priority pests. The department completed 99 per cent of its 2014–15 Strategic Pest Management Program projects, including:

- participation in wild dog baiting syndicates across western Queensland and control of wild dogs in the Northern Mulga district national parks
- invasive vine control to protect Gondwana Rainforests in South East Queensland
- continued cooperative management towards the eradication of bitou bush in coastal South East Queensland
- feral pig control programs
- substantial progress towards the eradication of goats from island national parks including Orpheus, St Bees and High Peak Islands
- control of Class 1 declared weed pests such as Miconia, Mikania vine and Siam weed from key areas in the Wet Tropics
- ongoing protection of endangered bridled naitail wallaby populations in Taunton and Idalia National Parks.

### **Species and ecosystems recovery and restoration**

The department prioritises QPWS management actions that support the recovery and restoration of

threatened species populations, and maintain the condition of areas that support significant species or ecosystems. This work is interconnected with other QPWS fire and pest management programs. Work undertaken in 2014–15 included:

- delivering the four-year, \$7 million Nest to Ocean Turtle Protection Program jointly funded by the Queensland and Australian governments, to protect marine turtle hatcheries from predation by feral pigs and other predators
- controlling predators to facilitate recovery of small mammals such as bilbies in Astrebla Downs National Park and bridled nail-tail wallabies in Taunton and Idalia National Parks
- authoring or co-authoring 14 published papers on subjects including significant values in protected areas, their ecology and management; pest and disease management; and the role of human disturbance in island biogeography of arthropods and plants
- replanting and fencing degraded areas such as in Plunkett Regional Park
- implementing planned burns to prevent rainforest expansion into woodlands and grasslands and controlling pest plants to restore threatened ecosystems and habitat for significant plant and animal species, particularly in the Wet Tropics.

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

### **Fraser Island dingo management**

The Fraser Island Dingo Conservation and Risk Management Strategy guides the contribution of QPWS to programs that aim to protect the Fraser Island dingo population, engage the Butchulla traditional owners and maintain the safety of the island's residents, business operators and visitors.

In 2014–15, the 'Be Dingo-safe' messaging was reinforced by appropriately locating signage and using social media. QPWS rangers regularly patrolled camping zones and delivered safety briefings to visitors and tourism management. Temporary camp zone closures, particularly along the eastern beach, were implemented to reduce negative human-dingo interactions.

The Fraser Island Dingo Research Program administered by the Department of Environment and Heritage Protection has undertaken targeted research programs that will inform future QPWS best practice intervention programs.

## Capital works in parks and forests

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

In 2014–15, the department invested \$21.78 million to improve visitor facilities, access and management capacity in parks and forests. Works undertaken during the reporting period included the replacement and upgrade of walking tracks, viewing platforms, day use and camping areas, roads and car parks, work bases and offices, ranger housing, fences, fire lines and vessel construction projects.

Significant projects completed in 2014–15 included the Springbrook suspension bridge, Purling Brook Track realignment and upgrade, Upper Stony Creek day use area and campground redevelopment, Smedley's Hill mountain bike track, Baloon Cave site protection, Eli Creek toilet block replacement, Moreton Bay Marine Park on-water signage replacement and marine park vessel replacements.

The 2014–15 capital program also included investment of \$2.7 million for the replacement and acquisition of plant and equipment items to support the delivery of park operations. Items purchased included side-by-side utility task vehicles, fire units, tractors, power carriers, trailers, mowers and generators.

## Disaster recovery

The department aims to be prepared for and respond quickly to disasters, extreme weather events and environmental incidents that affect the QPWS estate. QPWS provides early warning of risks to visitors where possible, contributes to community recovery and ensures that parks closed due to extreme events are reopened once safety issues have been addressed. Two significant events were dealt with in 2014–15.

Tropical Cyclone Marcia made landfall over central Queensland near Shoalwater Bay as a Category 5 cyclone on 20 February 2015, causing 77 parks and forests along the Capricorn coast to be closed, many with significant damage. Byfield National Park, Middle Percy Island, and turtle nesting sites at Mon Repos Regional Park were heavily impacted. By 10 June 2015, all of the 77 impacted parks were re-opened. The estimated total cost to re-open and repair the protected areas was approximately \$0.75 million.

Tropical Cyclone Nathan made landfall north of Cooktown as a Category 4 cyclone on 20 March 2015, and decreased in intensity as it moved west across Cape York. Relatively few protected areas were impacted and only minor infrastructure damage to QPWS property and assets was sustained. Parks

were reopened shortly after the event.

## Volunteering

The department relies on the generosity of dedicated individuals and community groups who volunteer their skills and expertise to help manage national parks. Volunteering is supported on more than 130 parks and forests and QPWS has formal partnerships with around 100 community groups who support park management. Programs include revegetation, weed removal, wildlife monitoring, track maintenance and guided tours.

In 2014–15, more than 1800 volunteers provided more than 20,000 hours of volunteering services as part of the 2013–14 Friends of Parks small grants program. Most of the funding provided under this program contributed to training and equipment that will provide ongoing benefits for both volunteers and QPWS. Work delivered in 2014–15 included mountain bike trail building, beach clean-ups and improved response to marine wildlife strandings. As at 30 June 2015, Friends of Parks external volunteering organisations delivered a further 52,000 hours under contracts worth \$0.9 million with 60 volunteering projects across the state.

Volunteering for parks was made easier by the release of a new Find a Volunteer Project online tool to direct potential volunteers to the best location and program to suit their needs.

## Ecotourism in protected areas

The Queensland Ecotourism Plan 2013–2020 aims to deliver best practice nature-based experiences that contribute to the conservation of natural resources and cultural heritage within the protected area estate. In 2014–15, a number of actions were progressed in collaboration with government and industry partners.

The department reviewed the Ecotourism on National Parks Implementation Framework and recommended several changes to strengthen the provisions to support low-impact ecotourism facilities.

The department remains lead agency for 10 proposals received through the 2013–14 Ecotourism Expression of Interest processes. Of these, three proposals are under active consideration and the first detailed proposal was lodged for assessment in March 2015. The department continues to use its Best Practice Ecotourism Development Guidelines to promote best practice standards for ecotourism facility proposals on national parks.

The department engaged with key government and tourism industry stakeholders to progress policy related to eco-certification of tourism operators in national parks and marine parks and continued implementation of the Queensland Eco and Sustainable Tourism (QuEST) policy.

In 2014–15, as part of QuEST, the department completed the transition of Fraser Island vehicle-based guided tour operators and tag-along tour operators onto long-term, 15-year commercial activity agreements and worked with the Department of Transport and Main Roads, the Queensland Police Service and the Office of Fair and Safe Work Queensland to ensure the tag-along tour sector achieves the highest possible levels of visitor safety.

### **Events on protected areas**

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

Significant events hosted or partially hosted on the QPWS-managed estate in 2014–15 included the Woodford Folk Festival, Gympie Music Muster, Oxfam Trailwalker in D'Aguilar National Park, the Great Ocean Swim in the Whitsundays, Kokoda Youth Challenge and Mackay Mountain Marathon.

Queensland's national parks protect many significant World War I and World War II heritage sites, and some of these are holding ANZAC centenary events throughout 2015. During the reporting period this included Bladensburg National Park hosting the final stop of the Angel Flight Outback Trailblazer charity tour on 24 April 2015, on the eve of the Centenary of ANZAC.

QPWS also worked with the Lamington and Green Mountains Natural History Associations and local communities to prepare for the Centenary of Lamington National Park, which will take place on 31 July 2015.

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

### **Gateway Visitor Centres**

The Gateway Visitor Centres initiative seeks to revitalise QPWS-managed visitor centres, support local tourism economies and showcase the values of Queensland's national parks and wildlife. In late June 2014 the department released master planned visions for three visitor centres—Walkabout Creek Visitor Centre at The Gap near Brisbane, Mon Repos Turtle Centre near Bundaberg and David Fleay Wildlife Park on the Gold Coast. The master plans underwent community consultation in 2013–14.

In 2014–15, the department invested \$1.91 million for capital projects that supported the master planned visions. This has resulted in the delivery of a canoe launch and car park redevelopment and significant progress towards delivery of a junior mountain bike skills park at Walkabout Creek, amphitheatre for

wildlife presentations at David Fleay Wildlife Park and an amphitheatre roof at Mon Repos. Gateway Visitor Centres investment has resulted in an increase in visitation. Visitors to David Fleay Wildlife Park during the 2015 Easter weekend were more than twice those in 2014, and more than three times those in 2013.

### **Improving recreational opportunities on protected areas**

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

In 2014–15, the department worked closely with the Queensland Outdoor Recreation Federation and the outdoor recreation sector, including participating in Recreation Industry Forums in Cairns, Gympie, Eidsvold and Hervey Bay.

QPWS continued to support mountain bike opportunities and adventure tourism, including investing in the development and upgrades of trails (for example, Smedley's Hill in Townsville Town Common Regional Park), working with parties to the Cairns Venue Agreement to prepare for future years' Union Cycliste Internationale World Cup and World Championship events, and maintaining productive working relationships with many mountain bike groups.

QPWS released a strategic framework to guide horse riding trail selection on parks and forests, and identified two potential new horse riding opportunities. A scientific monitoring team has established baseline environmental data for these.

### **North Stradbroke Island Joint Management**

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

Minjerribah Camping, a discrete business entity formed as a partnership between the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) and Indigenous Business Australia, formally manages the recreation area on behalf of QYAC. Under a service level agreement between QYAC and the Queensland Government, Minjerribah Camping administers permits, collect fees and maintains beach camping and driving areas on Flinders and Main Beaches as well as managing the holiday parks in the Minjerribah



Recreation Area.

In 2014–15, QPWS and the Quandamooka people continued to implement joint management arrangements, including working collaboratively to restore the barge landing at Horseshoe Bay on Teerk Roo Ra Regional Park (Peel Island).

### **Cape York Peninsula Joint Management**

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

QPWS and traditional owners jointly manage 21 parks under the National Park (Cape York Peninsula Aboriginal Land or CYPAL) tenure, including Olkola National Park (CYPAL) which was created during 2014–15. As at 30 June 2015, National Parks (CYPAL) cover a combined area of 1,933,958 hectares on Cape York Peninsula.

During the reporting period, QPWS continued to support formal joint management arrangements between the Queensland Government and the land trusts representing the traditional owners of the National Parks (CYPAL), including jointly managed natural resource management projects, infrastructure construction, cultural mapping, visitor management and compliance.

### **Jellurgal Cultural Centre wins 2015 Premier's Reconciliation Award (Partnerships Category)**

The Kalwun Development Corporation Ltd and the department were honoured to receive a Premier's Reconciliation Award in May 2015, winning the Partnerships category for the Jellurgal Aboriginal Cultural Centre, Tours and Information Hub (Jellurgal).

Kalwun Development Corporation Ltd (Kalwun) is a not-for-profit organisation delivering social and community support services for the Gold Coast's Aboriginal and Islander people, including the Yugambah Aboriginal people. In 2012, the department entered into a lease arrangement with Kalwun to develop and maintain the Burleigh Head National Park information centre as a cultural information and tourism gateway for the greater Gold Coast area.

Jellurgal aims to enhance community understanding of Aboriginal culture and tradition, and progress development and economic opportunities for local artists, elders and community members to share stories, artwork and crafts. Jellurgal complements the Gold Coast tourism industry and showcases the national park by providing a unique cultural tourism

offering with activities that include education, historical, cultural and nature based experiences.

QPWS continues to support the aspirations of Kalwun to expand and enhance Indigenous cultural, education and tourism activities based from Jellurgal.

### **Camping and bookings management**

In 2014–15, the department hosted more than 1.3 million camper nights in more than 470 camping areas, with QPWS issuing 317,215 camping and vehicle access permits.

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

In 2014–15, QPWS delivered a business case for a new National Park Booking Service, and commenced procurement of the new service through the release of a Request for Detailed Proposals. Finalisation of the procurement process is expected to deliver a user friendly and accessible camping booking experience for customers.

Part of the camping booking procurement process will include the development of client satisfaction benchmarks to assist QPWS with improving customer experiences with camping and bookings.

### **Management of grazing on protected areas**

Most grazing on QPWS-managed estate occurs on State forests. The majority of cattle grazing under the hardship grazing provisions were removed from national parks when the permits expired on 31 December 2013 and from other State lands managed by QPWS by 31 August 2014 (one permit was granted an extension on compassionate grounds and the cattle were removed by 30 March 2015). Non-hardship grazing on national parks is a legacy of authorised grazing prior to an area being transferred to national park tenure. In 2014–15, the department commenced the development of policy options to manage legacy grazing on national parks and grazing on QPWS-managed estate.

### **Management of resource authorities on the QPWS estate**

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

Mining, gas and petroleum activities are not permitted on national parks but can be conducted on other QPWS-managed land including State forests. In recent years, the rapid expansion of Queensland's petroleum and gas sector has led to a significant increase in operations in a number of State forests,

particularly those in the Surat and Bowen basins. Industry activity in these areas involves the construction of coal seam gas wells and essential supporting infrastructure including gas, water, communication and power lines and access tracks.

In response, the department continued to prioritise management of coal seam gas activities in State forests during 2014–15. QPWS officers continued to work closely with resource companies and the Department of Agriculture and Fisheries to ensure that operations caused minimal impacts to the existing uses and values of these areas. This work included liaising with companies to plan and assess proposed works, conducting site inspections, issuing any approvals required and conducting audits.

### **Working with the Australian Government**

The Great Barrier Reef's Field Management Program is undertaken by QPWS in collaboration with the Great Barrier Reef Marine Park Authority, and continued to deliver the following activities during the reporting period to improve the health of the Great Barrier Reef World Heritage Area.

#### ***Crown-of-thorns starfish***

Research has shown that the crown-of-thorns starfish (*Acanthaster planci*) has been responsible for almost half of the decline in coral cover over the past 30 years and this species remained a focus of conservation efforts in 2014–15.

Crown-of-thorns starfish surveys have generated the most comprehensive inventory of reef health ever undertaken between Cairns and Cooktown. During 2014–15, the Field Management Program targeted 148 reefs, conducted more than 3060 surveys and inspected more than 2310 kilometres of reef edge. Survey information is critical to identify the distribution and severity of current outbreaks in order to predict future population cycles and cost-effectively direct field management teams. Control of crown-of-thorns starfish at valuable tourist locations is well supported by a partnership with the Association of Marine Park Tourism Operators, which reported a cull of more than 356,980 individual starfish since 2012.

#### ***Raine Island***

Raine Island is a 21 hectare coral cay at the northern end of the Great Barrier Reef which has international conservation significance as a major breeding location for seabirds and turtles. It supports the largest rookery in the world for the vulnerable Green turtle (*Chelonia mydas*) however, a decline in nesting success over the past decade is a significant concern. During the reporting period, QPWS continued the Raine Island

Recovery Program with the Department of Environment and Heritage Protection and the Great Barrier Reef Marine Park Authority. Traditional owners are key partners in this project, with representation from across Wuthathi, Erubam, Meriam and Ugarem Le people.

The Raine Island Recovery Program includes trialling actions to reduce adult turtle mortality and improve nesting/hatchling success of turtles, as well as seabird populations. During the summer of 2014–15, a project was undertaken to modify a 150 metre section of the nesting beach prior to the nesting season to enhance female turtles' access to nesting sites. The trial was successful with a 19 per cent increase in viable nests.

### **Compliance**

The efficiency of compliance activities undertaken by the department in the Great Barrier Reef World Heritage Area was positively boosted with the launch of the Field Management Program's \$5 million long-range patrol catamaran Reef Ranger in July 2014. With its impressive travel speed and capacity to accommodate rangers and ancillary vessels, the Reef Ranger is optimising field time for periods of up to three months. The productivity benefits are already evident, with more than 41 reefs surveyed for crown-of-thorns starfish in 20 days, which is double previous outputs on the superseded vessel. The returns on investment are being seen in more compliance checks, greater response times to incidents and better support to the tourism industry. The Reef Ranger won the 2014 Ausmarine (Australian marine industry magazine) Patrol Boat of the Year award.

In 2014–15, QPWS took delivery of two new 12.5 metre aluminium barges. As an integration of a high-speed patrol boat and a landing craft, the vessels will operate out of Townsville and Gladstone to transport rangers, equipment and vehicles to national park islands throughout the Great Barrier Reef. The barges can carry four tonnes at more than 30 knots, and have been already outperforming their specifications leading to significant improvements in efficiency for QPWS marine programs.

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

To achieve this objective, the department:

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

### Key performance indicators

Service standard	Notes	2014–15 target	2014–15 actual
Percentage of athletes selected for national teams from the Queensland Academy of Sport		25%	25%
Ratio of elite athlete direct coaching and specialist services costs to administration support costs	1	19:1	29:1
Participation satisfaction with the department's sport and active recreation programs		95%	96%
Percentage of young people redeeming a Get Started voucher who have not played club sport before	2	20%	21 29%*

#### Notes

1. The QAS has exceeded the annual target as a result of bonus grants payments to Commonwealth Games athletes (able-bodied and athletes with a disability) and savings in administration costs. QAS has progressively restructured resources associated with this measure and redirected administration costs accordingly to front line services (athlete related expenses). A new Athlete Management System has also been implemented which has streamlined processes, resulting in reduced administration time and costs. The 2015–16 Service Delivery Statement (SDS) service standard target ratio has been adjusted upwards to 23:1 to reflect the improved performance for this measure.
2. As the Get Started program operates on a calendar year basis, performance reporting for this service standard in the 2015–16 SDS and the 2014–15 Annual Report is based on the 2014 calendar year (i.e. Get Started rounds 3 and 4). The result for the 2014 calendar year was 28.6 per cent, exceeding the 20 per cent, target.

## Our program of work

### Lifelong participation in physical activity

Encouraging lifelong behaviours in participation in physical activity is best achieved by engaging young people. In 2014–15, Sport and Recreation Services continued to focus on supporting participation opportunities for young Queenslanders.

The *Get Started* voucher (part of the *Get in the Game* initiative) assists eligible children and young people to join a sport or active recreation club. Vouchers, valued up to \$150, can be redeemed at registered sport and recreation clubs to pay for, or offset, the cost of membership or participation fees. This program continues to be positively received by Queensland families. As at 30 June 2015, more than 80,000 vouchers had been redeemed since the program opened. In 2014–15, almost 37,000 vouchers were

redeemed for rounds 4 and 5. Of these, 36 per cent and 21 per cent respectively were redeemed by children who hadn't previously been members of a sports or recreation club.

The *Young Athlete Assistance Program* provides some financial relief to families with children and young people selected to participate in state, national and international competitions. This program provided support to 3400 young people taking the next step from local and regional competitions, offsetting some of the cost associated with travel and accommodation.

The Ministerial Advisory Committee on Women and Girls in Sport and Recreation recognises that lifelong participation in sport and active recreation can contribute to health, happiness, companionship and a sense of achievement. The Start Playing, Stay Playing

report set out ways the Queensland Government can contribute to increasing and enhancing participation for women and girls through programs, places and spaces, education and knowledge, partnerships and marketing.

Sport and Recreation Services continued to implement recommendations from the report including targeting *Get Started* vouchers towards female-dominated activities such as dance. Funding of \$740,000 was provided to 11 State-level sport and active recreation organisations to provide targeted programs and services to encourage women and girls' participation in sport and recreation. In addition, the *Get Out, Get Active* program provided funding to 19 local governments in 2014–15 to deliver community-based sport and active recreation activities that increase opportunities for participation by women and girls.

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

Sport and Recreation Services sponsors local community sport and recreation initiatives that focus on participation by children and young people and have community outcomes. In 2014–15, the department sponsored the delivery of 22 community and participation initiatives, including Intrust Super Cup Week, Murri Rugby League Carnival, Rotary Community Fun Run/Walk and the Weet-Bix Tryathlons, which was held in three locations across Queensland with more than 3000 children participating in this swim, cycle and running event.

The *Get Going* program supports grassroots sport and recreation clubs to deliver participation opportunities in the local community. Up to \$10,000 is available to clubs for projects that increase membership such as purchasing sport or recreation equipment, coaching accreditation, promoting the club, membership drives or holding come-and-try days. In 2014–15, more than 460 clubs received funding in excess of \$3.5 million under this program across 100 different physical activities or sports.

Sport and Recreation Services invests in excess of \$4.4 million per annum for continued support to quality and sustainable sport and recreation programs to increase participation of Aboriginal and Torres Strait Islander people in structured sport and active recreation activities in each community. The *Indigenous Community Sport and Recreation Program*, *Torres Strait Community Sport and Recreation Program*, *Indigenous Sport Grant*, and *Deadly Sport program* are designed to promote a commitment to lifelong engagement in physical activity that supports increased health and wellbeing outcomes across 38 Indigenous communities in Queensland and the Torres Strait region communities.

Sport and Recreation Services continued its successful and popular community programs which provide access to free training and development

workshops/events to build the capacity of the sport sector at a grassroots level to deliver quality sport and recreation to children and young people.

- The *Get Active Queensland Accreditation Program* provides free training that can lead to recognised accreditation in coaching, officiating and sports first aid. The training is open to teachers, school sport volunteers, and tertiary and senior secondary school students. It aims to increase the number of teachers and school sport volunteers with recognised sport and recreation accreditation and enhance the opportunities for curriculum/extra-curricular sports activities to be offered to school students. A variety of sports coaching, officiating and first aid courses are offered throughout the state and are run by State sporting organisations. In 2014–15, 2595 people participated in the *Get Active Queensland Accreditation Program*.
- Involvement of volunteers (and in particular junior-level volunteers) is the key to success and long-term sustainability of local sporting clubs, sport organisations and sporting events. There is growing awareness within the industry of the need to better manage and nurture volunteers particularly as the latest surveys indicate a trend of declining volunteerism nation-wide. The *Challenge, Achievement and Pathways in Sport (CAPS)* program is designed to increase the number of, and participation by, young volunteers within sporting organisations, through developing skills in administration; event/team management; sports health; coaching; refereeing/judging/umpiring; and sports participation. In 2014–15, 74 young people participated in the CAPS program, an increase of 14 from last year.
- The Building Active Communities Workshops aim to increase the skills and knowledge of community sport and recreation volunteers such as committee members, coaches, team managers, officials and administrators. The focus on key local issues aims to build capacity of local clubs through the skills and knowledge of volunteers; inspire new ideas and help volunteers take on challenges; and promote an overall increase in volunteers involved with sport and recreation clubs and organisations in Queensland. The workshops cover a range of topics including club governance, marketing, first aid and athlete health, facility management, licencing, ethics and club specific legislation. In 2014–15, 132 workshops were delivered to 2716 participants throughout the state.

## Industry development

Sport and Recreation Services provides support to 78 State-level sport and recreation organisations and the two industry peak bodies—QSport and the Queensland Outdoor Recreation Federation—in the delivery and development of sport or active recreation across the state. Queensland's State-level organisations deliver programs, services, competitions and events that increase participation in sport and active recreation, including women and girls' participation as a priority. They also deliver participation pathways, regional sports programs, accreditation/qualification courses, club and volunteer development and club marketing and promotion.

## Nature Play

Encouraging children to spend more time in physical play outdoors, *Nature Play Qld*, is fundamental to a full and healthy childhood, promotes cognitive, social and emotional development, builds resilience and creativity and leads to environmental awareness and stewardship later in life. The Queensland Government continues to support *Nature Play Qld's* mission to increase the time children spend in unstructured play outdoors and in nature.

## Providing facilities and open spaces for the community

Facilities and open spaces need to meet the needs of the community and entice people to be active. In 2014–15, more than \$32 million in funding was approved for infrastructure projects that assisted sport and recreation organisations and councils with meeting the needs of their local community.

The *Get Playing* program provides up to \$100,000 to eligible organisations for new or upgraded sport and recreation facility projects, so that more Queenslanders can be involved in the sport and recreation activity of their choice. More than \$11 million in funding was approved across 141 clubs to support projects such as field upgrades, lighting, shade structures and irrigation works.

The *Get Playing Plus* program provides up to \$1.5 million to sport and recreation organisations and councils to identify, develop and deliver larger scale infrastructure projects that encourage participation in sport and recreation activities. More than \$21 million was approved to support 24 projects across the state. Examples include facilities that better utilise areas to develop multisport spaces and upgrades to facilities to support state or national standard competitions.

In early 2015, Tropical Cyclone Marcia hit the central Queensland coast and severe rain and flooding affected parts of South East Queensland. Sport and Recreation Services supported the recovery efforts of local sport and recreation organisations impacted by these events with the release of the *Sport and*

*Recreation Disaster Recovery Program*. Funding of \$417,937 was approved to help 24 sport and recreation clubs impacted by Tropical Cyclone Marcia with clean-up assistance, repair of infrastructure and mitigation assistance to reduce damage that future events may cause. The program was extended to support funding of \$159,891 for a further 24 community sport and recreation organisations identified as needing recovery assistance following the heavy rain and flooding that hit South East Queensland in April–May 2015.

Queensland Government-owned Sports Houses located at Milton, Woolloongabba and Townsville, offer affordable office accommodation to regional and State sport and recreation organisations. The Sports Houses also provide meeting room facilities at affordable costs to assist all sport and recreation organisations conduct meetings, training, seminars and workshops. During 2014–15, the Sports Houses tenanted 37 sport and recreation organisations and took more than 600 bookings for the meeting room facilities.

The Toowoomba Sports Ground and Townsville Sports Reserve hosted more than 87,000 participants combined during 2014–15 across a range of sports including rugby league, rugby union, cricket and athletics (at Townsville) and hosted a number of regional, state and national sporting events.

## Queensland Recreation Centres

The department owns and operates Queensland Recreation Centres (QRec) on the Sunshine and Gold Coasts, which provide a range of programs and activities, accommodation and catering for schools, sport, recreation, community organisations, corporate groups and the general public. In 2014–15, both centres saw an eight per cent increase in instructor-led activities and a 4.6 per cent increase in occupancy rates compared with 2013–14.

During 2014–15, a number of initiatives were undertaken to position the QRecs as Australia's premier centres including:

- the commencement of improvements and upgrades to modern flexible facilities at the Sunshine Coast
- the renewal of programs including themed curriculum-linked camps (for introduction in January 2016)
- a new Memorandum of Understanding with the Tallebudgera Beach School covering access to accommodation, facilities and joint initiatives at the Gold Coast.

## **Building partnerships**

Sport and Recreation Services strives to provide innovative solutions to boost Queenslanders' participation in sport and recreation and works with commercial partners to help achieve this objective.

The *Seqwater Recreation Infrastructure Program* is a joint infrastructure development program between Seqwater and the department. Sport and Recreation Services committed \$750,000 to the program over two years, with \$500,000 provided in 2014–15 in addition to the \$250,000 provided in 2013–14. The program supports the development of recreation infrastructure such as trail works, signage, car parks, picnic shelters, boat ramps, shade structures and amenities to increase and improve community access in and around Seqwater's 23 lakes.

Local government authorities play a major role in the delivery of community sport and recreation opportunities. In 2014–15, Sport and Recreation Services in partnership with councils across the state, commenced a project to develop a strategy for greater communication and collaboration between the State and local governments. The strategy will inform the development of policies, programs and services designed to provide further opportunities for partnerships in delivering sport and recreation outcomes at the community level.

In 2014–15, Sport and Recreation Services also developed a Commercial Partnership Strategy to leverage existing resources and expand service delivery for departmental programs and services. Review of the commercial properties within existing programs and resources will allow the next step of valuation and market testing.

## **Queensland Academy of Sport**

Through the Queensland Academy of Sport (QAS), the Queensland Government provides strong support for athletes with an emphasis on continual improvement. With support from the QAS, 102 Queenslanders competed at the 2014 Commonwealth Games in Glasgow. QAS athletes, who made up more than 25 per cent of the national team, brought home 39 gold medals, 15 silver medals and 16 bronze medals and broke nine Commonwealth Games records and two World records.

The QAS provided various support programs to athletes including coaching, sport science services, strength and conditioning coaching, sports medicine; and education and career counselling. Athletes also received direct financial support with a \$2700 grant to recognise their selection in the Commonwealth Games team.

## **Stadiums Queensland and Mt Gravatt Showgrounds Trust**

During 2014–15, the department continued to provide oversight of policy and legislative responsibilities in relation to Stadiums Queensland and Mt Gravatt Showgrounds Trust to ensure these entities met their statutory obligations and operated within the boundaries and powers established under relevant legislation.

## Objective—A Queensland racing industry operating with integrity

To achieve this objective, the department:

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

### Key performance indicators

Service standard	Notes	2014–15 target	2014–15 actual
Percentage of <i>Racing Act 2002</i> annual assessment non-compliance issues resolved within required time frames	1	85%	85%
Percentage of drug sample analyses from licensed racing animals completed and reported within 10 working days	1	95%	98.8%

#### Notes

1. These key performance indicators will be reviewed as part of the Queensland Government response to the MacSparran Commission of Inquiry and recommendations.

## Our program of work

### Office of Racing Regulation

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

- implementing and monitoring a regulatory and policy framework to sustain a commercially responsive and contemporary Queensland racing industry
- collaborating and assisting the racing industry to meet its regulatory responsibilities under the *Racing Act 2002*
- assessing and reporting on applications for control bodies and accredited facilities
- auditing, assessing and reporting on compliance with the *Racing Act 2002*
- researching, analysing and advising on international, national and state developments and trends in racing, wagering and related industries.

Annual control body assessments are undertaken to assess Racing Queensland's suitability to manage the thoroughbred, harness and greyhound codes of racing. In 2014–15, the area of focus was the licensing and education of participants and whether these ensured the integrity of racing activities, the

safety of persons involved and the welfare of licensed animals.

Racing Queensland is currently reviewing and updating the licensing scheme policy and training and education regime. This work was still in progress during the 2014 Control Body Assessment. The Office of Racing Regulation will conduct a follow-up review commencing 31 October 2015.

### Racing Science Centre

The Racing Science Centre is an important element of the racing industry's drug detection and deterrence strategy aimed at protecting the integrity of all three racing codes in Queensland.

The Racing Science Centre is an accredited facility under the *Racing Act 2002* and provides a comprehensive suite of independent analytical and scientific services as well as professional and integrity services to the Queensland racing industry. It is responsible for the testing and detection of prohibited, code and therapeutic substances in licensed racing animals. It is funded by the racing industry under a service level agreement with the racing control body.

The Racing Science Centre is a quality assured accredited facility, certified to AS/NZS ISO 9001:2008 and ISO/IEC 17025:2005 and is an official racing laboratory under the Rules of Racing. It successfully participates in international quality assurance and

proficiency programs designed to support laboratory best practice standards in racing chemistry laboratories.

During 2014–15, the Racing Science Centre analysed 16,627 samples (sealed) collected from racing animals across all three codes (down from 17,486 in 2013–14). The annual percentage of drug samples from licensed racing animals completed and reported within 10 working days was 98.8 per cent against a key performance indicator of 95 per cent.

The Racing Science Centre also has an in-house Research and Development Program focused on analytical method development and enhancement of drug detection capabilities. This capacity is essential to provide contemporary drug control services to the Queensland racing industry.

The Racing Science Centre works collaboratively with key scientific reference bodies such as the Australian Racing Board's Veterinarians and Analysts Committee and the Australian and New Zealand Official Racing Analysts group as well as the International Group of Specialist Racing Veterinarians and Association of Official Racing Chemists.

The Racing Science Centre also participates in research projects to study the pharmacokinetics of medications of interest to the racing industry. These collaborations are important for the regulation of prohibited substances at both a state and national level. In 2014–15, the Racing Science Centre implemented a new in-house testing capability for inorganic trace metals, including cobalt, following participation in a national study to identify a suitable testing threshold for cobalt in equine urine which has since been introduced in the thoroughbred and harness racing code rules nationally.

### **Other racing statutory bodies**

The Racing Animal Welfare and Integrity Board monitors, advises and makes recommendations to the chief executive about matters related to the welfare of licensed animals and drug control in the Queensland racing industry. This includes reviewing control body policies relating to the welfare of licensed animals and monitoring drug control services provided to the industry. It is also responsible for the development and publication of The Collection Procedures which specify the process for taking and dealing with samples from licensed animals. The Racing Animal Welfare and Integrity Board consists of three members who are appointed pursuant to section 116 of the *Racing Act 2002*.

The Racing Integrity Commissioner provides independent oversight of integrity issues across the three codes of racing, and has extensive powers under the *Racing Act 2002*.

The functions of the Racing Integrity Commissioner are detailed under section 113AN of the *Racing Act 2002* and include:

- conducting audits of, and investigating, the integrity processes of a control body
- investigating complaints about an integrity process of a control body
- reporting findings of an audit or investigation to the minister
- making recommendations arising from an audit or investigation to the minister and the control body.

As a result of the Commission of Inquiry into the regulation of the Queensland Greyhound Racing Industry during 2014–15, the Racing Integrity Commissioner has undertaken extensive consultation with people in the racing industry and has reviewed a number of integrity related issues.

Costs associated with the operation of the Racing Integrity Commissioner are met by the department.

The Racing Disciplinary Board is responsible for the initial hearing of all appeals from administrative and disciplinary decisions of the control bodies and stewards' inquiries. During 2014–15, the Racing Disciplinary Board heard 57 appeals (compared with 35 in 2013–14). Of these appeals, 38 were dismissed and 11 were upheld. Three appeals are still awaiting a decision from the Board. Costs associated with the operation of the Racing Disciplinary Board are met by the industry.

The Australian Quarter Horse Racing Development Pty Ltd continues to progress its plans to develop and implement the new code of quarter horse racing.

### **Government funding for racing**

The Racing Industry Capital Development Scheme continued to provide funding for priority infrastructure projects. Projects approved for 2014–15 included track upgrades for Eagle Farm Racecourse in Brisbane and Cluden Park Racecourse in Townsville plus maintenance facility building and installation of underground services in Townsville.

The construction of the greyhound racing facility project at Cronulla Park in Logan was placed on hold pending the Government consideration of the Commission of Inquiry into the regulation of the Queensland Greyhound Racing Industry.

As a result of an exclusivity licensing arrangement between Racing Queensland and the Tatts Group, the Racing Infrastructure Fund (RIF) was established in January 2015 to replace the previous Racing Industry Capital Development Scheme. A portion of exclusivity fees from this arrangement will be injected into the racing industry through the RIF to address critical racing infrastructure projects.

Funding of \$1 million was provided (as part of \$4 million over four years) to fund 20 additional country race meetings. In 2014–15, this included the Showcase Country Series, the Celebrate Country Series and the Sustain Country Series held in regional



areas throughout the state.

Funding of \$2 million was also provided for the Training Track Subsidy Scheme, which assists nominated thoroughbred race clubs to maintain training facilities at their venues, thereby enhancing their ability to service the racing industry throughout Queensland. The scheme was established in 1997 and has provided ongoing funding to the racing industry throughout Queensland.

### **Queensland Greyhound Racing Industry Commission of Inquiry**

On the 10 April 2015, the Queensland Government announced the Commission of Inquiry into the regulation of the Queensland Greyhound Racing Industry, with Mr Alan MacSporran QC appointed as Commissioner by the Governor in Council.

The Commissioner delivered his final report on 1 June 2015. It made 15 recommendations, which the Queensland Government accepted in principle and commenced implementation during the reporting period.

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

NPSR continues to maintain the frameworks, policies and systems required to transparently deliver quality customer services. The department develops the overall competencies of its staff and also focuses on developing specific skill sets required to implement its business outcomes. NPSR continues to simplify its work processes and support these with 'smart' apps and online tools that make it easier for Queenslanders to access the department's services.

### Key performance indicators

- Benefits of renewal initiatives realised.
- Red tape reduction targets met.
- Customer satisfaction with service delivery.
- A safe, healthy, ethical and capable workforce which matches business needs.

### Our program of work

#### Supporting sport and recreation bodies

Sport and Recreation Services' customer base is diverse, including (but not limited to) local government authorities with vastly different sport and recreation community needs; State-level sport and recreation organisations that focus on developing their specific activity; local sport and recreation clubs, many of which are run by volunteers; commercial enterprises; other state and federal government agencies; and individuals participating in sport and recreation activities from grassroots to elite level.

In 2014–15, Sport and Recreation Services:

- established and implemented an Evaluation Framework to improve evidence-based decision making and better align departmental programs and services to the needs of customers
- tailored organisational development strategies for selected State-level organisations to improve operational and strategic capacity and service delivery
- commenced the development of a strategy for greater communication and collaboration between the State and local governments, which will inform the development of policies, programs and services designed to provide further opportunities for partnerships in delivering sport and recreation outcomes at the community level
- continued to support the local Sport and Recreation Reference Group, which contributed to planning, monitoring and reporting on the *Indigenous Community Sport and Recreation Program (ICSRP)* and implementation of the *Torres Strait Community Sport and Recreation Program*.

#### Visitor attraction and communication

The department continues to support the Queensland Government's tourism objectives through the Queensland National Parks 'Keep Discovering' brand platform, which was developed in collaboration with Tourism and Events Queensland and key tourism and recreation stakeholders. In 2014–15, QPWS engaged with customers and inspired national parks visitation through a presence at key events such as the Caravanning, Camping and Tourism Supershow in June 2015, and the release of visitor publications including a Short Walks Guide to South East Queensland, Journey Guides to Cape York and Discovery Guides of iconic Lamington and D'Aguiar national parks.

QPWS commenced a digital marketing strategy and sought to engage with national parks customers through a presence on Facebook, Instagram and YouTube. As at 30 June 2015, Queensland National Parks was the leading Australian national parks service presence on Facebook, and work has progressed towards a new consumer website and integrated online booking service.

Visitor experience and safety on parks were also enhanced with the production of educational signs for Glass House Mountains, Eungella, Blackdown Tableland, Boodjamulla, Magnetic Island and Carnarvon parks.

QPWS completed a significant review of its sign manual and engaged Southern Cross University to review safety signs in parks and forests. This work will help ensure that QPWS' safety signs meet best practice principles.

## Permit streamlining

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

In 2014–15, the department implemented a range of legislative, regulatory and administrative reforms to streamline permit processes while maintaining appropriate protections, including:

- streamlined approvals for commercial activities undertaken across State and/or Commonwealth marine parks, and protected areas
- streamlined procedures for the risk-based assessment and approval of permit applications for commercial tourism and recreational use authorities
- aligned maximum term lengths for various research and education permissions
- reduced camping fees for educational groups travelling with commercial tour operators
- provided access to additional marine park areas for commercial whale watching in the Moreton Bay and the Great Sandy Marine Parks.

## Streamlining and improving services

NPSR is committed to improving the way services are delivered and to establishing a culture that is responsive to the needs of customers.

In 2014–15, the department continued to review the manner in which it conducts its work, processes and procedures and how it interacts with customers and staff. It identified a range of services that were able to be streamlined and improved, resulting in better outcomes for the community.

In February 2014, NPSR developed a new app that acts as a manual for teachers to structure physical activity sessions and show children how to make active living and learning a way of life. During the reporting period, the app was downloaded 5078 times

The department also streamlined processes for commercial whale watching operators by abolishing passenger fees for operators, opening up more whale watching viewpoints while keeping marine parks environmentally sound by maintaining a cap on operator numbers.

## Cutting red tape

By identifying better ways to conduct its business, the department has contributed to improving the regulatory environment for business and the community.

During the reporting period, the department:

- began implementing a range of administrative reforms to streamline national park permitting arrangements. These changes will make it easier for clients to do business with the department and reduce the administrative burden on staff
- commenced using a new software package called enquire—a client management interface for sport and recreation grants. Once fully implemented, it will streamline and improve customer services through information sharing, enhanced client contact and streamlined grant application, reporting and acquittal.

## Listening to our people

In May 2014, more than 800 staff (approximately 62 per cent of the department) took the opportunity to have their say through the Working for Queensland Employee Opinion Survey. The survey continues to be an important measure of employee perceptions on a range of workplace factors. The report highlighted that, in general, staff were more positive about their jobs and workplaces in 2014 than they were in 2013.

While these overall results were pleasing, there were still a number of areas requiring improvement, which varied across teams and regions. Each individual business unit within the department developed a responsive action plan detailing what it would do to build on strengths and address weaknesses highlighted in the survey. Action plans were made available to staff on the department's intranet site and service areas reported on their progress towards achieving the actions in March 2015. The 2015 Working for Queensland Employee Opinion Survey opened in April 2015 with results made available in July 2015.

## Investing in building the skills of our people

The department continues to build, maintain and support a sustainable, flexible and capable workforce that meets service delivery needs. In 2014–15 key initiatives included:

- Making learning and development a key focus: In 2014–15, an Enhanced Training Initiative continued to be rolled out across the state offering more than 140 corporately funded training opportunities to staff, 85 per cent of which were delivered regionally due to the majority of our staff being located outside of Brisbane. The department worked with facilitators and staff to ensure the training went beyond

expectations, was delivered at the right time and place, and met or exceeded learning and development outcomes.

- **Ranger Development Framework:**  
The department is implementing the Ranger Development Framework (RDF) to enhance capabilities and ensure the ranger workforce profile is flexible and responsive to contemporary challenges, and to develop transferrable skills and clear career pathways for the QPWS ranger workforce. In 2014–15, QPWS completed Phase 1 of the initiative and developed work level descriptions and capability guides to describe the various roles of the QPWS ranger workforce, and realistic job previews to target recruitment towards the right people. The department also commenced Phase 2 of the Ranger Development Framework, focussing on aligning the training development opportunities of our ranger workforce to the National Qualifications Framework.
- **Accredited Training Program**  
The success of the Enhanced Training Initiative and the learnings achieved through Phase 1 of the Ranger Development Framework, have informed the development of the Accredited Training program. Through this program, the department partnered with TAFE Queensland East Coast to trial the delivery of an accredited training pathway for ranger staff that built on the wide range of in-house training already in place and aligned courses and learning outcomes to the National Qualifications Framework. Employees who undertake this program may be eligible to receive a Certificate IV, diploma or advanced diploma in Conservation and Land Management, along with a comprehensive training plan they can use to inform ongoing skills development.
- **Focus on regional staff:**  
Senior staff continued with visits to regional employees across the state to build relationships and better understand the nature of working in the regional and remote areas. Staff feedback indicates that this has gone a long way to improve communication channels and increase staff understanding about the role of senior staff in the department.
- **Work-life balance:**  
The department released a new initiative that focuses on staff health, wellbeing and work-life balance—Healthy People. The program ensures employees have access to education, information and tools to assist and support positive and preventative health management behaviours.
- **iLearn**  
On 15 June, the department launched iLearn, a new learning management system used to deliver online training courses, manage enrolments in some face-to-face training

programs and record performance and development planning cycle dates. The model adopted has been mirrored from the system that the Department of Communities, Child Safety and Disability Services operates. It provides a more robust and comprehensive system than the previous learning management system, which has been decommissioned.

- **DG Direct:**  
Staff had the opportunity to provide advice and ideas directly to the Director-General through DG Direct, an initiative designed to encourage innovation and 'put ideas into action'. The Director-General reviews each suggestion and often discusses their practicality and feasibility with the Executive Management Team. During 2014–15, more than 75 suggestions were submitted. Of these, 22 were implemented, 25 were already underway and 14 possible improvements were identified for further investigation.

# Our people

The department recognises the importance of building and sustaining a flexible workforce to meet current and future service delivery needs.

In 2014–15, the department implemented human resources policies, strategies and programs that enabled the attraction, retention and development of a range of highly skilled employees focused on service delivery. The department continued to build organisational capability through performance management, embracing health and safety, stronger leadership and management capability, continued employee development and encouraging work-life balance.

## Workforce profile

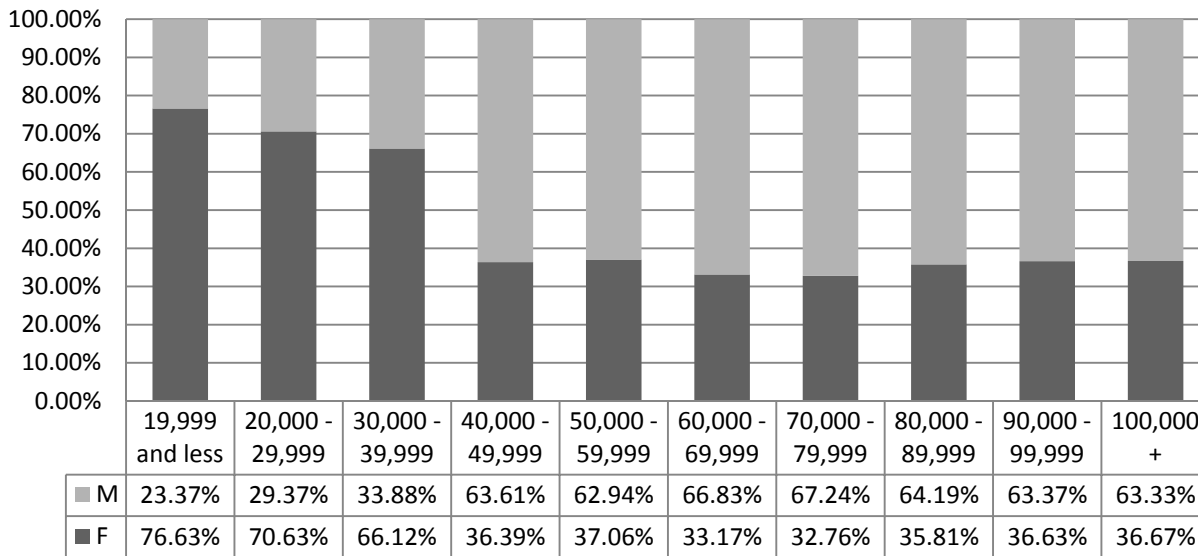
As at 26 June 2015, the department employed 1364.08 full-time equivalent (FTE) employees, of which 85.3 per cent were employed on a permanent basis.

The following tables show a summary of the department's workforce profile (excluding staff on leave without pay) as at 26 June 2015.

Staffing full-time equivalent (FTE) by occupation type and gender (as at 26 June 2015)			
Occupational stream	Female	Male	Total
Coach	6.39	17.00	23.39
Administration	308.40	238.21	546.61
Operational	130.34	520.06	650.40
Professional	48.98	44.50	93.48
Technical	3.40	8.80	12.20
SO	9.00	13.00	22.00
S122	3.00	3.00	6.00
SES	1.00	8.00	9.00
CEO	0.00	1.00	1.00
<b>Total</b>	<b>510.51</b>	<b>853.57</b>	<b>1364.08</b>

Staffing full-time equivalent (FTE) by employment type and gender (as at 26 June 2015)						
Employment type	FTE		FTE %		Total FTE	Total FTE %
	Female	Male	Female	Male		
Permanent	403.94	739.71	35.3%	64.7%	1143.65	83.8%
Temporary	91.59	93.80	49.4%	50.6%	185.39	13.6%
Contract	4.00	11.00	26.7%	73.3%	15.00	1.1%
Casual	10.98	9.06	54.8%	45.2%	20.04	1.5%
<b>Total</b>	<b>510.51</b>	<b>853.57</b>	<b>37.4%</b>	<b>62.6%</b>	<b>1364.08</b>	<b>100.0%</b>

## Annual Earnings by Gender



### Permanent separation rate

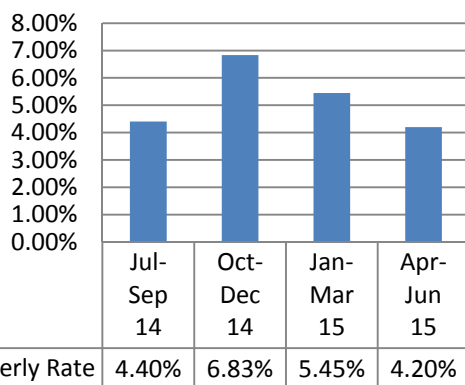
As at 30 June 2015, the department's permanent separation rate was 8.26 per cent.

### Absenteeism

The following table shows the quarterly rates for unscheduled absences as at 30 June 2015.

Unscheduled absences include sick, carers and special leave as well as leave for workers' compensation and industrial disputes.

### Quarterly Unscheduled Absence Rate



### Workers' compensation

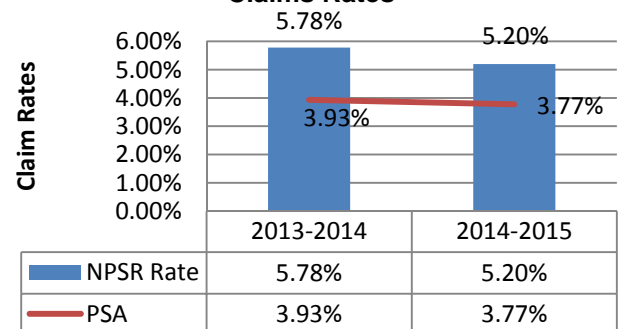
The department's percentage of accepted workers' compensation claims for the 12-month period ending March 2015 was 5.52 per cent. This was significantly

higher than the core public service rate of 3.77 per cent. Accepted workers' compensation claims include medical expenses, minor injury claims (no more than one day off work) and lost time injuries (greater than one off work). This can be attributed to the highly physical nature of the work performed by employees within the department and exposure to various risks that are unique to the outdoor environment. Of the 77 claims accepted, seven were claims involving an employee being injured on the way to, or from, work.

When compared to the same period last year the department's accepted claims decreased by 0.26 per cent.

\*The core public service rate of 3.77 per cent was provided by the Public Service Commission (PSC) in the March 2015 Chief Executive Officer Leadership Board Dashboard. The department's workers' compensation claim rate percentage is calculated by dividing the number of accepted workers' compensation claims by the department's headcount figure for the relevant period.

### Accepted Workers Compensation Claims Rates

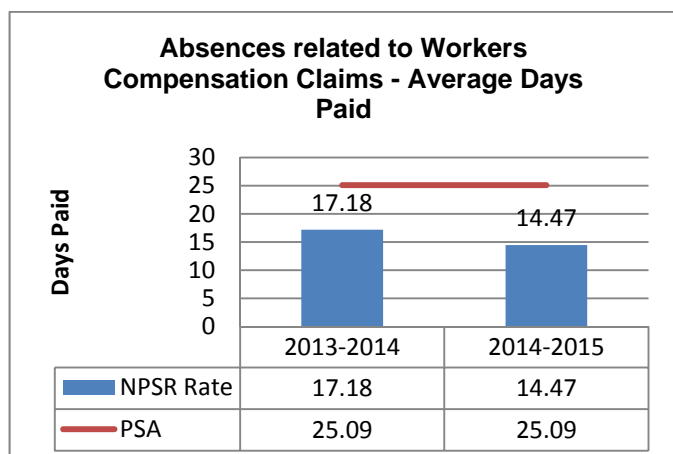


## Absences related to workers' compensation claims—average days paid

The average paid days is calculated using the total number of paid days (partial or total) on statutory claims divided by the number of statutory claims that have had paid days, in a given period. During the period ending March 2015 the department paid an average of 14.47 days per accepted workers' compensation claim which is significantly less than the core public service rate of 25.09 days.

For the period ending 31 March 2014, the department paid an average of 17.18 days per accepted workers' compensation claim, an improvement of 2.71 days per accepted claim. The highly physical nature of the work completed by QPWS rangers and recreation officers means an employee's return-to-work process is often restricted by a remote location and/or a reduced capacity for a work area to provide meaningful work for an individual who has sustained a physical injury. The improvement in the average days paid highlights the benefits of the case management process in assisting injured workers to return to work after an injury.

*\*The core public service rate of 25.09 average days was provided by the PSC in the March 2015 CLB Dashboard in March 2015.*



## 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. The department's lost time injury rate (LTIR) has been calculated using workers' compensation claims data as at 30 June 2015. In 2014–15, the department's LTIR was 0.42 per cent, compared with 1.09 per cent in 2013–14, representing a significant improvement.

Reporting period	Lost time injury	Rate
2013–14	14	1.09%
2014–15	6	0.42%

## Workforce planning, attraction and retention

During the reporting period, the department continued aligning workforce capabilities and resources to enable delivery of high quality services. Workforce planning undertaken during 2014–15 resulted in the refinement of strategic workforce plans for the department's three key service areas. The department's overarching strategic workforce plan aims to build an agile and diverse workforce to meet future service delivery needs and focuses on:

- a high performing culture
- capabilities which support service delivery properties
- a safe and healthy workforce
- a sustainable, flexible and diverse workforce to meet changing business needs.

In 2014–15, all human resources policies, and procedures were reviewed and rationalised to continuously improve the alignment of workforce planning, performance management and employee relations practices to support business areas in their service delivery.

During the reporting period, the department continued its commitment to address workforce attraction and retention through the implementation of its Ranger Development Framework. Ranger role descriptions were reviewed and updated to clearly define the role's purpose, duties and the necessary capabilities and personal qualities required to deliver the role. During 2014–15, 105 job preview documents were created and published, which supported the attraction, recruitment and selection of the ranger roles.

The department delivered a range of pre-employment and employment programs. Three graduates from the department's 2015 graduate program were appointed to critical occupational groups within the department. Industry and vocational placement programs provided six university students with workplace experience and improved the department's talent pipeline for critical roles.

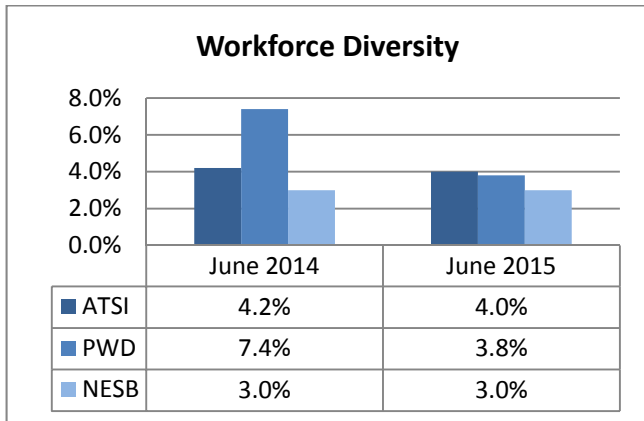
## Workforce diversity

The department respects and is supportive of diversity and equity in the workplace and the need to reflect the community it serves.

In 2014–15, the department implemented strategies to foster an environment that values and utilises the contributions from Aboriginal and Torres Strait Islander (ATSI) peoples, women, people from culturally and linguistically diverse backgrounds (CALD) and people with a disability (PWD). Diversity strategies are contained within:

- Workforce Strategic Plan 2014–18
- Disability Service Plan 2014–16
- Cultural Capability Action Plan 2015–16 due to be launched July 2015.

As at 30 June 2015, the department’s representation of Aboriginal and Torres Strait Islander people decreased to four per cent; representation of people with a disability decreased to 3.8 per cent; and representation of people with culturally and linguistically diverse backgrounds remained static at three per cent.



Workforce policies and practices were reviewed to ensure appropriate reflection of workforce diversity issues and there was continued availability of online cultural capability training to all employees within the department.

### Initiatives for women

As at 30 June 2015, women comprised 37.6 per cent of the total department’s workforce with 38.1 per cent of Senior Officer and 11.11 per cent of Senior Executive Service positions held by women. Within the Senior Officer and Senior Executive Service and equivalent classifications there was a decrease of 11.17 per cent from the previous reporting period.

The department continued to promote employment opportunities to women through:

- Graduate Program—67 per cent of participants in the 2015 program intake were female
- Industry placement—four students in the 2015 intake were female.

The department is committed to building the capability of its female employees by offering a range of training, learning and professional development opportunities. In 2014–15, they participated in a number of leadership programs including:

- Public Sector Commission seminars for Executive Women
- The Emerging Leaders Program—six of the 12 participants were women

- LEAD Program and coaching initiative—12 of the 26 participants in the inaugural program were women.

## Employee performance management

### Induction

The department is committed to comprehensive and consistent induction of all new employees. The department’s induction program consists of local and corporate induction processes, and a range of supporting documentation and checklists.

New employees are automatically enrolled in the following online training modules:

- Departmental Induction—system of government, the department and structure, terms of employment
- Ethical Decision Making, using the Code of Conduct
- Emergency Safety
- Work Health and Safety
- Fraud and Corruption Awareness
- Privacy Awareness.

### Performance and Development Planning

The department uses the Senior Executive Service (SES) Performance and Development Framework to foster a culture of high performance, accountability and continuous improvement.

In 2014–15, all SES officers had performance agreements and assessments in place and participated in the PSC’s Executive Capability and Development process, which evaluates their strengths and development priorities.

In response to the 2014 employee opinion survey, the department’s performance and development planning (P&DP) framework was reviewed to increase engagement and strengthen performance conversations between managers and employees. In 2014–15, training was provided to managers across the state to provide them with the skills necessary to conduct meaningful performance discussions and difficult conversations.

A separate framework for rangers was redeveloped and changes were made to reflect the department’s Ranger Development Framework. The improvements included more detailed capability requirements, the creation and implementation of Ranger Self-Assessment templates for all classification levels and a focus on targeted training opportunities. A number of training programs were undertaken to provide



rangers with the skills required to use the new performance and development planning tools. Training in the use of the new performance management templates and recruitment and selection techniques was provided to 231 Queensland and Parks Wildlife Service employees in 13 locations across the state.

### **Learning and organisational development**

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

During 2014–15:

- more than 500 opportunities were provided for employees to act in higher duties
- 50 employees undertook leadership development activities
- the department offered Enhanced Training Initiative programs, which developed skills in finance and human resource essentials, project management, procurement, dealing with change, ethical compass and creating great customer experiences. In total, 2347 places were filled across a number of courses
- technical training continued to be delivered including but not limited to, fire training, chainsaw training, first aid, four wheel drive training, Ship Board Safety and Coxswains training
- 13 rangers were awarded a qualification in recognition of their prior learning under the provisions of the Certified Agreement.

In November 2014, the department undertook a comprehensive training needs analysis to determine and prioritise training and development for 2015–16.

### **Reward and recognition**

The department's Reward and Recognition Framework provides mechanisms to motivate and reward individual and team behaviours through acknowledgement of successes, achievements and employment milestones. Initiatives supported under the framework include:

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

## **Leadership and management development**

The department is committed to achieving a culture of high performance and exceptional service delivery in line with public service values. During 2014–15, the department increased its investment in leadership capability development as a strategy to manage its talent pipeline.

The department reviewed its leadership and management programs to recognise the different priorities for each phase of leadership and management capability development.

The rollout of a targeted Leadership Capability Assessment and Development process is planned for Senior Officers and high-achieving program managers in 2015–16.

The department's Emerging Leaders Program is an experiential leadership learning program delivered over 10 months. The program commenced in July 2014 with a cohort of 12 high-performing senior officers who demonstrate desire and potential for leadership.

High-performing potential team leaders and program managers were offered access to external leadership development programs including the Queensland University of Technology's Emerging Leaders Program and Public Service Commission brokered programs.

During 2014–15, the department broadened the leadership capability development scope and piloted the inaugural LEAD leadership development program. Twenty six high-performing potential future leaders participated in the program, which focussed on developing foundational leadership capability.

The department's Coaching Development Strategy was incorporated into leadership programs, allowing participants to continue strengthening their leadership skills on the job.

Management programs provided a broad range of capability development in the areas of planning, finance, risk management, interpersonal skills and people management. Management programs delivered in 2014–15 included:

- The Public Sector Management Program—designed to develop knowledge and skills, an integrated view of policy, business acumen, public accountability and leadership in the context of the public sector.
- Practical People Management Matters—a five-day program to provide inexperienced supervisors and managers with practical skills for supervising in a public sector context.
- Certificate/Diploma/Advanced Diploma of Government—specialist qualifications for managers which includes work-based training.

## Employee opinion survey

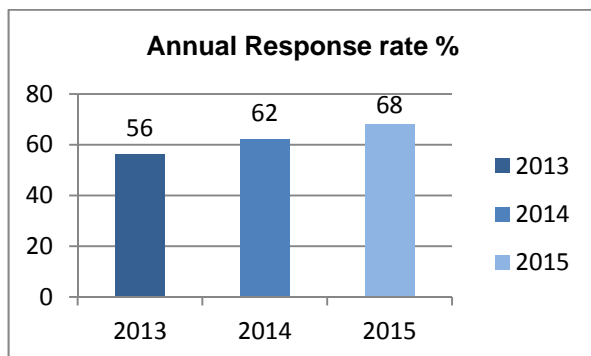
In response to the results from the 2014 employee opinion survey, administered in partnership with the Public Service Commission in May 2014, the department developed targeted strategies to improve results in the following areas:

- training, education and career development and pathways
- role clarity and performance assessment
- reward and recognition
- workplace health, safety and wellbeing.

Each of the department's service areas also developed responsive, customised action plans to celebrate successes and address areas for improvement.

During April and May 2015, the third annual employee opinion survey was conducted. This provided employees with an opportunity to provide feedback on their work, manager, team, workplace and job satisfaction to help make the department an even better place to work.

The graph below shows the response rates for each of the three surveys, illustrating an increase in the response rate each year since the survey's inception.



## Workplace health and safety

The department's Workforce Relations and Safety unit has responsibility for health and safety matters and provides the department with a holistic view of employee entitlements and responsibilities.

In 2014–15, the department provided employees with access to a range of health and wellbeing initiatives such as flu vaccinations, skin checks and health assessments, mental health awareness sessions and access to the 10,000 Steps Workplace Challenge. During the reporting period, 35 per cent of employees participated in at least one of these initiatives.

The *workingsafe* *workingwell* committee's role is to provide leadership and direction for the *workingsafe* *workingwell* strategy to ensure its objectives are met and that it contributes to NPSR's overall strategic objectives.

During 2014–15, the committee met four times and

oversaw the health and wellbeing agenda as well as setting the direction for the department's health and safety program and systems.

The committee is chaired by the Director-General and includes the Deputy Directors-General, the Executive Directors of the Office of Racing and the Office of the Director-General, the Chief Financial Officer, the Assistant Director-General Corporate Services and representatives from human resources.

The department also maintains a trained safety advisor network to provide support and guidance to managers and supervisors regarding incident investigations and risk management activities. The advisors are provided with annual training and are encouraged to undertake the Certificate IV in Workplace Health and Safety.

## Promotion of work-life balance

The department fostered a culture of workplace flexibility through the implementation of human resource policies and practices supporting flexible working arrangements. These policies were promoted to job candidates and internal employees through the department's intranet, management development programs, information sessions and advice provided by the business management and human resource support areas.

These policies contain provisions and options including flexible work hours, compressed hours arrangements, part-time work, telecommuting and purchasing additional leave and breastfeeding at work.

## Industrial and employee relations framework

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

## Early retirement, redundancy and retrenchment

During the reporting period, two employees received redundancy packages at a cost of \$177,135.66 and one employee separated from the department due to early retirement.

# Managing our business

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

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

In keeping with the Financial and Performance Management Standard 2009, NPSR's Corporate Governance Framework outlines the department's responsibilities in relation to managing our business. The principles identified in the framework, are based on the six foundation principles of public sector governance, as articulated by the Australian National Audit Office in its *Better Practice Guide* (Public Sector Governance) and address the ethics principles from the *Public Sector Ethics Act 1994*. The corporate governance principles are:

- accountability
- transparency
- integrity
- stewardship
- leadership
- efficiency.

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

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

## Governance committees

These committees are the core of the department's governance arrangements and oversee all major activities and areas of decision making.

## Executive Management Team

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

- Finance Committee
- Audit and Risk Committee
- Workplace health and Safety Committee
- ICT Investment and Strategy Committee.

## Finance Committee

The committee acts as an advisory sub-committee of EMT, providing governance over the department's financial resources and making recommendations on a range of financial management issues. The committee comprises the EMT members and the Chief Finance Officer.

The committee's role is to:

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

The committee achieves this through:

- an EMT-approved internal Budget Allocation Model
- review and approval of internal budget allocations in accordance with the Budget Allocation Model
- monitoring the department's budget position and making appropriate amendments to budget allocations as required throughout the year

- identification of budget and other financial reforms required for effective financial management within the department.

During the year the committee has:

- ensured an improved debt position through a focus on customer management
- made key decisions for resourcing and funding to enable short-term priority projects to be delivered
- driven improvements and a heightened focus on capital projects
- managed the department's key risk around funding the impacts of natural disasters.

The committee met 12 times during 2014–15.

### Audit and Risk Committee

The Audit and Risk Committee assists the Director-General to discharge responsibilities under the *Financial Accountability Act 2009*. The committee was established under the Financial and Performance Management Standard 2009 (s.35).

The Audit and Risk Committee reviews the department's governance practices and provides independent assurance and support to the Director-General for:

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

In 2014–15, the committee assessed and endorsed key documents including the Audit and Risk Committee charter, the annual Internal Audit Plan, internal audit reports and the annual financial statements.

The committee reviewed and provided advice regarding:

- management responses to internal audits
- the status of implemented audit recommendations
- 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 Audit and Risk Committee held five meetings and observed the terms of its charter having due regard to audit committee

guidelines issued by Queensland Treasury and Trade Committee. Meetings were attended by seven members; two members external to the department and five NPSR staff members.

Committee members (as at 30 June 2015)

External members	Mr Bob McDonald OAM (Committee Chair) Ms Liezel Samuel, Director, Internal Audit, Department of Housing and Public Works
NPSR staff	Dr John Glaister, Director-General Mr Ben Klaassen, Deputy Director-General, QPWS Mr Richard Watson, Deputy Director-General, Sport and Recreation Services Ms Natalie Conner, Executive Director, Office of the Director-General Mr Steve White, Regional Manager, North Coast Region, Sport and Recreation Services

In 2014–15, \$2400 was paid for services provided by the independent Chair, Mr Bob McDonald OAM.

### workingsafe workingwell committee

The committee's role is to provide leadership and direction for the *workingsafe workingwell* strategy to ensure its objectives are met and that it contributes to NPSR's overall strategic objectives.

It is chaired by the Director-General and includes the Deputy Directors-General of QPWS and Sport and Recreation Services, the Executive Directors of the Office of Racing and the Office of the Director-General, the Chief Finance Officer, the Assistant Director-General Corporate Services and representatives from Human Resources.

During 2014–15, the committee met four times and oversaw the health and wellbeing agenda as well as setting the direction for the department's health and safety program and systems.

### ICT Investment and Strategy Committee

The NPSR ICT Investment and Strategy Committee has been established to:

- ensure the agency's ICT investment and assets are aligned with agency business priorities and plans and support whole-of-government ICT directions
- provide whole-of-agency leadership, strategic direction and oversight in the planning and delivery of the portfolio of ICT-related initiatives in the agency

- provide assurance to the Director-General that information management and ICT in the agency are being appropriately governed to ensure return on investment through effective delivery of approved initiatives, and meeting government priorities.

### Responsibilities

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

- reviews and monitors the agency's investments in information management systems and technologies to ensure they are managed through appropriate governance processes and deliver stated outcomes and benefits
- monitors the health of ICT assets to address areas of risk
- authorises and directs the development of strategic and operational plans for ICT-enabled business
- prioritises the agency's investments in information management systems and technologies consistent with the agency's strategic direction, and ICT Partnership Board and government priorities
- scrutinises the delivery of approved and funded project and program allocations and approves the reallocation of unused funds
- escalates significant risks to the ICT Partnership Board and/or the Director-General
- monitors information management and ICT service provider arrangements under the Corporate Partnership, including performance
- develops the agency's information management capability.

### Committee members (as at 30 June 2015)

Chair	Ben Klaassen, Deputy Director-General, Queensland Parks and Wildlife Service
Members	<p>Peter Griffin, Assistant Director-General, Corporate Services</p> <p>Richard Watson, Deputy Director-General, Sport and Recreation Services</p> <p>Duncan Anson, Chief Finance Officer</p> <p>Tony Grant, Chief Information Officer</p> <p>Dr John Glaister, Director-General</p> <p>Dale Himstedt, Executive Director, Office of Racing</p> <p>Natalie Conner, Executive Director, Office of the Director-General</p>

## Governance processes

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

### Strategic Plan 2014–18

The strategic plan sets the direction for the next four years and guides the prioritisation of resources. Through achieving its corporate objectives the department contributes to the Queensland Government's objectives for the community.

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

### Managing our performance

The department's strategic objectives and performance indicators are delivered through its three service areas—National Parks; Sport; and Racing. Supporting the strategic plan, business planning identifies the department's service priorities each year. Quarterly performance reporting enables the department to monitor its progress in achieving its objectives, while ongoing processes are in place for evaluating and managing current and future risks faced by the department.

### Managing our risk

The *Financial Accountability Act 2009* requires that all accountable officers and statutory bodies establish and maintain appropriate systems of internal control and risk management.

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

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

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

- quarterly analysis and reporting.

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

The department's service areas are responsible for identifying and managing risks at the operational level and also maintain risks registers to assist in this management.

The department's approach to the management of fraud and corruption is detailed in the Fraud and the Corruption Prevention Policy and Procedure and the Fraud and Corruption Control Plan. In 2014–15, fraud awareness training and workshops were held to identify potential fraud risks and maintain departmental vigilance in monitoring potential opportunities for fraud and corruption.

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

### Internal Audit

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

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

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

Internal Audit fulfils its role and responsibilities as established in the Internal Audit Charter.

It operates in accordance with the Internal Audit Annual Plan, a risk-based plan endorsed by the Audit and Risk Committee and approved by the Director-General.

During 2014–15, Internal Audit conformed with the Audit Committee Guidelines issued by Queensland Treasury and Trade. It 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 within NPSR including Queensland Academy of Sport procurement controls, QPWS commercial operations,

fire management, firearms management, fleet management and cash handling security and internal controls.

In 2014–15, Internal Audit contributed to business improvements within NPSR through:

- audit recommendations to the Director-General and the Audit and Risk Committee
- ongoing monitoring of follow-up actions of audit recommendations implemented by business units
- risk assessments and self-audit programs to assist staff mitigate inherent and residual risks 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
- advice to management and staff on corporate governance matters
- secretariate support to the Audit and Risk Committee.

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

## Administrative and professional services

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

### Information systems

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

- Systems that support the provision of departmental information internally through the intranet and externally via the internet.
- An online system, ParksQ, which provides the public with the ability to book and pay for national parks camping permits and vehicle access permits.
- A system used for fire, pest and asset maintenance management for forest and national park estates.
- 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. The system is also used for various aspects of grants administration.

- The Laboratory Information Management System (LIMS) used by the Racing Science Centre to manage sample testing results.

## **Recordkeeping**

NPSR has a recordkeeping strategy to ensure that the department is compliant with the *Public Records Act 2002*, *Public Service Act 1996*, and Information Standard 40—Recordkeeping. Policies are in place for Recordkeeping, Email Management, Retention and Disposal of Records, Managing Information on Shared Network Drives and Information Security.

In 2014–15, the department implemented a new Strategic Recordkeeping Directions approach to address the new digital recordkeeping paradigm and to support the Born Digital, Stay Digital strategy. This new approach adopts a holistic, risk-based approach to the assessment of recordkeeping requirements.

The Records Management unit has responsibility for providing a compliant recordkeeping framework to the department. In 2014–15, the electronic document and records management system (eDRMS) platform was upgraded to ensure continuing technical currency in order to support corporate recordkeeping requirements. New e-learning packages, training materials and eDRMS client deployment options were developed to support eDRMS usage statewide. Increasing numbers of records are being received, captured and managed electronically through eDRMS. Recordkeeping considerations are also being formally addressed in both the development and decommissioning of some existing business systems.

During 2014–15, a comprehensive retention and disposal schedule for QPWS records was developed and is being reviewed prior to submission to the Queensland State Archives for approval. A retention and disposal schedule for Office of Racing records was also developed. Time-expired records were identified for disposal, with 182 boxes of hardcopy files being securely disposed of.

## **Accountability and ethics**

The Code and information on how to report alleged wrongdoing by employees continue to be available to the public on the department's internet. Other accountability mechanisms were included in training and communication initiatives including: Right to Information, Complaints Handling, the role of the Queensland Ombudsman and Judicial Review.

## **Ethical behaviour**

The department's 2014–18 Strategic Plan includes a strong focus on an ethical approach to management of the department and its resources. In daily practice this means that all employees must act ethically, honestly and in the public interest.

Implementation of the department's Integrity Framework continued during the reporting period. The purpose of the framework is to ingrain a culture of integrity within the department. In 2014–15, key initiatives included: the Director-General regularly raised awareness of expected ethical behaviour in his role as Integrity Champion and dedicated Ethics intranet page featuring additional ethics-related resources highlighting various aspects of the Code of Conduct, suitable for managers and staff to use in team meeting discussions.

## **Ethical education and training**

During the reporting period employees were informed of their ethical obligations either during induction, by completing the Ethical Decision Making module using the Code of Conduct for the Queensland Public Service (the Code) or through the Dealing with Change and the Ethical Compass training course. Ethical obligations were also reinforced through individual Performance and Development Plans that set out performance, as well as, behavioural expectations in line with the Code.

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

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

- Strategic plan—a key strategy is ethical management
- Audit and Risk Committee—integrity matters are monitored for effectiveness
- Corporate governance framework—one of the six principles is integrity
- Integrity framework—defines how the department promotes, monitors and enhances an ethical culture
- Fraud and corruption control plan—defines high risk functions and how to prevent and mitigate fraud risk
- Fraud and corruption prevention policy and procedure—details the fraud prevention framework
- Risk management framework—sets out how to identify and minimise risks to service delivery

- Performance management process—adherence to the Code of Conduct included in individual staff performance plans
- Human resource management policies and procedures.

### **Procurement**

Procurement Services oversees strategic procurement planning and the procurement of goods and services to support frontline service delivery to NPSR. This unit supports the priorities of the Queensland Government and the department's business operations (service delivery areas) and customers by maximising value for money from expenditure on supplies, services and capital works. Procurement Services is responsible for ensuring strategic and operational procurement activities are undertaken in accordance with both the Financial Management and Performance Standard 2009 and Queensland Procurement Policy.

### **Right to information and Information Privacy**

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

Some of the department's information may be released administratively by business units. This information can be accessed without having to lodge a formal application.

Under the RTI Act, departments are required to publish a publication scheme and disclosure log on their websites. A Publication Scheme works in tandem with the information already published on the department's website, to show information relating to the activities the department routinely makes available to the public and how the information can be accessed. The Disclosure Log publishes information which has been released in response to RTI access applications.

Further information on accessing information held within the department can be found on the department's Right to Information web page.

### **Business and Professional Services**

The Business and Professional Services (BPS) unit performs a diverse range of functions, including supporting the Crime and Corruption Commission (CCC) Liaison Officer and the Public Interest Disclosure (PIDs) Coordinator, providing privacy compliance advice, maintaining Disclosure Logs

under the *Right to Information Act 2009*, and acting as the liaison with the Office of the Queensland Ombudsman. In addition, the unit also oversees business continuity, disaster management, energy efficiency and waste management activities, and is responsible for misconduct prevention and integrity initiatives, such as fraud and corruption risk assessments.

BPS manages obligations under the *Information Privacy Act 2009*, *Integrity Act 2009*, *Disaster Management Act 2003*, *Right to Information Act 2009*, *Financial Accountability Act 2009*, Financial and Performance Management Standard 2009, Queensland Government Information Security Standard (for Business Continuity), *Crime and Corruption Act 2001*, *Public Service Act 2008*, *Public Sector Ethics Act 1994*, the Australian Standard – Customer satisfaction – Guidelines for complaints handling in organisations, *Public Interest Disclosure Act 2010*, *Ombudsman Act 2001*, *Waste Reduction and Recycling Act 2009* and the *Code of Conduct for the Queensland Public Service 2011*.

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

In 2014–15, BPS:

- facilitated the preparation of the Waste Reduction and Recycling Plan[s] 2015–18 for NPSR and EHP
- completed fraud risk reviews for NPSR and EHP
- developed two online training packages to address higher-risk fraud and corruption issues
- reviewed and implemented revised Crime and Corruption and Public Interest Disclosure arrangements to address amendments to the *Crime and Corruption Act 2001*
- developed several toolkits to address specific information privacy-related issues
- coordinated investigations into:
  - several potential corrupt conduct matters
  - several potential breaches of the *Information Privacy Act 2009*.



## **Business and Corporate Partnership Board**

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

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

As at 30 June 2015, the BCP Board was comprised of the Directors-General of the departments of Agriculture and Fisheries; Tourism, Major Events, Small Business and the Commonwealth Games; Natural Resources and Mines; Energy and Water Supply; Environment and Heritage Protection; and National Parks, Sport and Racing; as well the three Heads of the Corporate Hubs.

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

## How to contact us

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

### Head office

111 George Street  
Brisbane Qld 4000

### Post

PO Box 15187  
City East Q 4002

### Website

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

### Email

[info@npsr.qld.gov.au](mailto:info@npsr.qld.gov.au)

For general enquiries related to:

- National parks, marine parks and forests
- Camping bookings  
telephone 13 QGOV (13 74 68) or visit the  
website.
- Sport and Recreation  
telephone 1300 656 191
- Office of Racing  
telephone 13QGOV (137468).
- Fish habitat areas  
telephone 13 QGOV (13 74 68)

# Appendix 1—Legislation

## **Legislation administered by the Department of National Parks, Sport and Racing as at 30 June 2015**

*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 Sport and Racing)

*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 Sport and Racing)

*Racing Act 2002*

*Recreation Areas Management Act 2006*

*Sports Anti-Doping Act 2003*

## **Acts repealed in 2014–15**

*Eagle Farm Racecourse Act 1998*

*Racing Venues Development Act 1982*

## **Legislation passed in 2014–15**

*Forestry and Another Act Amendment Act 2014*

*Recreation Areas Management and Another Act Amendment Act 2014.*

## Appendix 2—Government bodies

There are 12 government bodies in the scope of the department. Details in relation to their roles, functions, responsibilities, meetings held and key achievements are outlined below.

### Remuneration of government bodies

Additional information in relation to meetings attended, a breakdown of approved fees, actual fees paid and on-costs including travel, accommodation, motor vehicle allowance, any consultancy fees, airfares, hiring of motor vehicles etc. is available on the Queensland Government's Open Data website at <https://data.qld.gov.au>.

<b>Cape York Peninsula Regional Protected Area Management Committee</b>	
Key roles and functions	The Cape York Peninsula Regional Protected Area Management Committee's (CYPRPAMC) primary function is to advise the minister responsible for administration of the <i>Nature Conservation Act 1992</i> about matters relating to protected areas in the Cape York Peninsula region.
Key responsibilities	The CYPRPAMC operates as a forum to provide advice to the minister about matters such as Indigenous employment, management plans and resources required for managing protected areas on Cape York Peninsula.
Constituting Act	<i>Nature Conservation Act 1992</i>
Financial reporting arrangement	Not applicable
Audit exemptions	Not applicable
Cost to NPSR	Nil
Number of meetings held	Nil
Achievements 2014–15	<p>The CYPRPAMC did not convene during 2014–15. Progress was made with Indigenous Management Agreements between the Department of National Parks, Sport and Racing and the respective Indigenous land trusts, to establish formal joint management and decision-making arrangements for Cape York Peninsula national parks.</p> <p>Twenty-one protected areas are now jointly managed with traditional owners under Indigenous Management Agreements. Further agreements will continue to be negotiated on behalf of the department by the Department of Aboriginal and Torres Strait Islander and Multicultural Affairs.</p>

<b>Ministerial Advisory Committee on Women and Girls in Sport and Recreation</b>	
Key roles and functions	The Ministerial Advisory Committee on Women and Girls (MACWG) provides advice to the Minister for Sport on practical actions to get more women and girls participating in sport and active recreation, and to encourage lifelong participation.
Key responsibilities	<p>The MACWG is responsible for:</p> <ul style="list-style-type: none"> <li>monitoring the implementation progress of actions to increase and enhance women's and girls' participation in sport and active recreation</li> </ul>

	<ul style="list-style-type: none"> <li>• providing expert advice on implementation issues</li> <li>• supporting the department to undertake consultation in relation to women's and girls' participation in sport and active recreation</li> <li>• providing input and insights related to women's and girls' participation in sport and active recreation for the department's consideration</li> <li>• considering other matters in relation to women's and girls' participation upon the Minister's or the department's request.</li> </ul>
Constituting Act	The MACWG is not established under an Act.
Financial reporting arrangement	The MACWG is an advisory body and does not have financial responsibilities.
Audit exemptions	Not applicable
Cost to NPSR	\$1910.43
Number of meetings held	7
Achievements 2014–15	<p>In 2014–15, the MACWG's key achievements included :</p> <ul style="list-style-type: none"> <li>• <i>Get Started</i> program targeted girls' participation in joining a sport or recreation club. More than 50 per cent of children and young people at the end of Round 4 who redeemed vouchers were girls.</li> <li>• Partnership with local governments under the Get Out, Get Active program delivering active recreation opportunities. Twenty local government areas were collectively awarded \$300,000 towards projects for women. The program will continue to receive a funding allocation of \$500,000 per year over three years.</li> <li>• Queensland Recreation Centres on the Sunshine and Gold Coasts have developed programs to provide increased opportunities for women and girls, including school holiday programs, standup paddle boarding and family accommodation and activity packages.</li> <li>• The department has developed, and promoted integrated female friendly principles and checklist for clubs, state sporting organisations and recreation organisations to use, including the department's own facilities.</li> <li>• The incorporation of women's and girls' deliverables into assessment criteria for all new capital work project proposals.</li> <li>• Sponsored panel discussion with athletes, business women and sports administrators at the Inaugural Brisbane 'Women of the World Festival' held at Queensland University of Technology.</li> </ul>

<b>Mt Gravatt Showgrounds Trust</b>	
Key roles and functions	The Mt Gravatt Showgrounds Trust (the Trust) operates as a body corporate having perpetual succession of the land and is entitled to hold, let, sell and deal with property.
Key responsibilities	The Trust is responsible for the implementation of strategies and application of funds for the development and management of the Mt Gravatt Showgrounds.
Constituting Act	<i>Mt. Gravatt Showgrounds Act 1988</i>
Financial reporting arrangement	The Trust tables its own Annual Report in Parliament.

Audit exemptions	The Trust has been exempted from audit by the Auditor-General under section 30A of the <i>Auditor-General Act 2009</i> . However, the Trust engages an appropriately qualified person to audit the public sector entity for the financial year, and the financial statements are included in the Trust's Annual Report to Parliament.
Cost to NPSR	Nil
Number of meetings held	10
Achievements 2014–15	Achievements are outlined in the Trust's Annual Report.

<b>National Parks Tourism Reference Group</b>	
Key roles and functions	The National Parks Tourism Reference Group (the Reference Group) facilitates communication between the Queensland Parks and Wildlife Service and the tourism industry, and addresses statewide or strategic issues affecting tourism management in protected areas, forests and marine parks.
Key responsibilities	The Reference Group acts as a key tourism industry reference body for the Department of National Parks, Sport and Racing on progressing actions in relation to tourism on national parks, and specifically in relation to actions for which the department has carriage from DestinationQ industry forums.
Constituting Act	The Reference Group is not established under an Act.
Financial reporting arrangement	Not applicable
Audit exemptions	Nil
Cost to NPSR	Nil
Number of meetings held	Nil
Achievements 2014–15	No meetings were held during 2014–15 due to the change of government in the early 2015 and the subsequent review of this Reference Group.

<b>Queensland Academy of Sport Board</b>	
Key roles and functions	The Queensland Academy of Sport Board (the QAS Board) is an advisory body to the Minister for Sport on the Queensland Academy of Sport, an initiative of the Queensland Government aimed at supporting the state's elite and identified developing athletes. Membership of the QAS Board includes a number of former elite athletes and leaders in the Queensland sporting and business communities.
Key responsibilities	The QAS Board is responsible for overseeing the strategic direction of the Queensland Academy of Sport.
Constituting Act	The QAS Board is not established under an Act.
Financial reporting arrangement	The QAS Board is not responsible for financial reporting.

Audit exemptions	Not applicable
Cost to NPSR	\$4979
Number of meetings held	8
Achievements 2014–15	<p>In 2014–15, the QAS Board:</p> <ul style="list-style-type: none"> <li>continued to oversee the direction of the Queensland Academy of Sport in the lead up to the 2016 Rio Olympic and Paralympic Games</li> <li>provided advice on risk management and risk prevention strategies at the Queensland Academy of Sport</li> <li>provided advice to the Queensland Academy of Sport on better integration of athletes with a disability into mainstream sport programs.</li> </ul>

Queensland All-Codes Racing Industry Board	
Key roles and functions	<p>The Queensland All-Codes Racing Industry Board (the All-Codes Board) (trading as Racing Queensland) was established under s.9AA of the <i>Racing Act 2002</i>. Racing Queensland is a statutory body under the <i>Financial Accountability Act 2009</i> and the <i>Statutory Bodies Financial Arrangements Act 1982</i> and a unit of public administration under the <i>Crime and Misconduct Act 2001</i>.</p> <p>The All-Codes Board is the control body for all three codes of racing (thoroughbred, harness, and greyhound) in Queensland and coordinates, manages and regulates the industry by:</p> <ul style="list-style-type: none"> <li>administering the rules of racing</li> <li>implementing sound policies</li> <li>establishing and maintaining standards of safety and integrity</li> <li>licensing industry participants</li> <li>licensing race clubs and venues, monitoring their activities and performance</li> <li>monitoring the condition of racecourses and working with race clubs to ensure courses are developed to a suitable standard</li> <li>commissioning and undertaking research and promotional activities</li> <li>administering industry funding and commercial agreements</li> <li>representing the Queensland racing industry on the three peak national bodies; Racing Australia and its subcommittees, Harness Racing Australia (HRA) and Greyhounds Australasia Limited (GAL)</li> <li>developing an effective product and program mix</li> <li>providing an effective and efficient system for the distribution of prize money</li> <li>maintaining a capital works program across the codes of racing.</li> </ul> <p>The role of the All-Codes Board is to provide strategic guidance for the All-Codes and effective oversight of management.</p> <p>In performing its role, the All-Codes Board aspires to excellence in governance standards.</p>
Key responsibilities	<p>The All-Codes Board is responsible for the overall operation and stewardship of the All-Codes Board and in particular, is responsible for:</p> <ul style="list-style-type: none"> <li>setting the strategic direction and priorities of the All-Codes Board,</li> </ul>

	<p>establishing goals to ensure that these strategic objectives and priorities are met and monitoring the performance of management against these goals and objectives</p> <ul style="list-style-type: none"> <li>• ensuring there are adequate resources available to enable the All-Codes Board to fulfil its statutory functions</li> <li>• approving and monitoring financial reporting and capital management</li> <li>• approving and monitoring the progress of business objectives</li> <li>• ensuring that any necessary statutory licences are held and compliance measures are maintained to ensure compliance with the law and necessary licence(s)</li> <li>• ensuring that adequate risk management procedures exist and are being used</li> <li>• ensuring that the All-Codes Board has appropriate corporate governance structures in place, including standards of ethical behaviour and a culture of corporate and social responsibility.</li> </ul>
Constituting Act	<i>Racing Act 2002</i>
Financial reporting arrangement	The All-Codes Board tables its own Annual Report in Parliament.
Audit exemptions	Not applicable
Cost to NPSR	Nil. Costings are outlined in the All-Codes Board's Annual Report.
Number of meetings held	32
Achievements 2014–15	Achievements are outlined in the All-Codes Board's Annual Report.

<b>Queensland Greyhound Racing Board</b>	
Key roles and functions	<p>The role of the Queensland Greyhound Racing Board (the GH Board) is to provide strategic guidance to, and assist, the Queensland All-Codes Racing Industry Board (the All-Codes Board) manage the greyhound code of racing.</p> <p>In performing its role, the GH Board aspires to excellence in governance standards.</p>
Key responsibilities	<p>The GH Board is responsible for:</p> <ul style="list-style-type: none"> <li>• attending to the statutory functions set out in section 9BQ of the <i>Racing Act 2002</i></li> <li>• ensuring that the All-Codes Board is provided with sufficient information to enable it to fulfil its statutory functions in relation to the greyhound code of racing</li> <li>• implementing and initiating the policies, processes and procedures approved by the All-Codes Board</li> <li>• ensuring that adequate risk management procedures exist and are being used.</li> </ul>
Constituting Act	<i>Racing Act 2002</i>
Financial reporting arrangement	Included in the financial statements of the All-Codes Board's Annual Report.



Audit exemptions	Not applicable
Cost to NPSR	Nil. Costings are outlined in the All-Codes Board's Annual Report.
Number of meetings held	15
Achievements 2014–15	Achievements are outlined in the All Codes Board's Annual Report.

<b>Queensland Harness Racing Board</b>	
Key roles and functions	<p>The role of the Queensland Harness Racing Board (the QH Board) is to provide strategic guidance, and assist the Queensland All-Codes Racing Industry Board (the All-Codes Board), to manage the harness code of racing.</p> <p>In performing its role, the QH Board aspires to excellence in governance standards.</p>
Key responsibilities	<p>The QH Board is responsible for the overall operation and stewardship of the QH Board and in particular, is responsible for:</p> <ul style="list-style-type: none"> <li>• attending to the statutory functions set out in section 9BQ of the <i>Racing Act 2002</i></li> <li>• ensuring that the All-Codes Board is provided with sufficient information to enable the All-Codes Board to fulfil their statutory functions in relation to the harness code of racing</li> <li>• implementing and initiating the policies, processes and procedures approved by the All-Codes Board</li> <li>• ensuring that adequate risk management procedures exist and are being used.</li> </ul>
Constituting Act	<i>Racing Act 2002</i>
Financial reporting arrangement	Included in the financial statements of the All-Codes Board's Annual Report.
Audit exemptions	Not applicable
Cost to NPSR	Nil. Costings are outlined in the All-Codes Board's Annual Report.
Number of meetings held	11
Achievements 2014–15	Achievements are outlined in the All-Codes Board's Annual Report.

<b>Queensland Thoroughbred Racing Board</b>	
Key roles and functions	<p>The role of the Queensland Thoroughbred Racing Board (the QT Board) is to provide strategic guidance, and assist the Queensland All-Codes Racing Industry Board (the All-Codes Board), to manage the thoroughbred code of racing.</p> <p>In performing its role, the QT Board aspires to excellence in governance standards.</p>
Key responsibilities	<p>The QT Board is responsible for the overall operation and stewardship of the Board and in particular, is responsible for:</p> <ul style="list-style-type: none"> <li>• attending to the statutory functions set out in section 9BQ of the <i>Racing</i></li> </ul>

	<p><i>Act 2002.</i></p> <ul style="list-style-type: none"> <li>ensuring that the All-Codes Board is provided with sufficient information to enable the All-Codes Board to fulfil their statutory functions in relation to the thoroughbred code of racing</li> <li>implementing the policies, processes and procedures approved by the All-Codes Board</li> <li>ensuring that adequate risk management procedures exist and are being used.</li> </ul>
Constituting Act	<i>Racing Act 2002</i>
Financial reporting arrangement	Included in the financial statements of the All-Codes Board's Annual Report.
Audit exemptions	Not applicable
Cost to NPSR	Nil. Costings are outlined in the All Codes Board's Annual Report.
Number of meetings held	16
Achievements 2014–15	Achievements are outlined in the All-Codes Board's Annual Report.

<b>Racing Animal Welfare and Integrity Board</b>	
Key roles and functions	The Racing Animal Welfare and Integrity Board's (the RAWIB) role is to monitor, advise and make recommendations to the chief executive about matters related to the welfare of licensed animals and drug control in the Queensland racing industry.
Key responsibilities	<p>The RAWIB specifically monitors, advises and makes recommendations in relation to the following:</p> <ul style="list-style-type: none"> <li>policies of control bodies in relation to the welfare of licensed animals and other matters</li> <li>performance of functions and exercise of powers by integrity officers</li> <li>quality and range of services for drug control and associated services provided by accredited or secondary facilities</li> <li>the way samples for analysis are taken or dealt with, and the way in which accredited facilities analyse samples</li> <li>other matters considered appropriate by the Board or referred by the chief executive officer.</li> </ul>
Constituting Act	<i>Racing Act 2002</i>
Financial reporting arrangement	Included in the financial statements of this report.
Audit exemptions	Not applicable
Cost to NPSR	\$5816
Number of meetings held	7
Achievements 2014–15	<p>In 2014–15, the RAWIB:</p> <ul style="list-style-type: none"> <li>provided necessary approvals to Racing Queensland, through the Board secretariat, to enable sampling of yearlings for testing for Anabolic</li> </ul>

	<p>Androgenic Steroids to ensure integrity at Magic Millions sales</p> <ul style="list-style-type: none"> <li>• attended the Racing Science Centre to witness sample splitting and reallocation so the remaining portion of samples could be forwarded to two official racing laboratories for establishing cobalt levels</li> <li>• provided recommendations to Racing Queensland in relation to sampling following race track fatalities</li> <li>• reviewed all incident and injury data for all race tracks for all codes on a monthly basis to identify areas of concern and provide feedback to Racing Queensland in this regard</li> <li>• reviewed all sampling statistics and non-compliance reports provided by the Racing Science Centre to identify areas of concern and provided feedback to Racing Queensland in this regard</li> <li>• reviewed transcripts of stewards' inquiries and Racing Disciplinary Board and Queensland Civil and Administrative Tribunal decisions to identify inconsistencies with penalties or in the appeal process</li> <li>• provided recommendations to the chief executive officer in relation to Racing Queensland licensing processes and the impacts of previous animal welfare incidents on the suitability of licensees</li> <li>• reviewed amendments to The Collection Procedures, Version 4, to streamline the taking of saliva samples to test for prohibited substances</li> <li>• prepared a detailed and substantial submission to the Greyhound Commission of Inquiry to inform its report and recommendations</li> <li>• invited the Racing Integrity Commissioner, Racing Queensland officials and the Director of the Racing Science Centre to attend Racing Animal Welfare and Integrity Board meetings to facilitate communication and inform the Board members more fully prior to the making of recommendations</li> <li>• continued monitoring of domestic and international developments in the areas of animal welfare, drug control, biosecurity and racing regulation</li> <li>• continued monitoring of the performance and functions of the integrity officer under the provisions of the <i>Racing Act 2002</i>.</li> </ul>
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<b>Racing Disciplinary Board</b>	
Key roles and functions	The Racing Disciplinary Board's (the RDB) role is to hear and determine appeals lodged by aggrieved persons against certain decisions (appealable decisions) of a racing control body.
Key responsibilities	The RDB is responsible for the initial hearing of all appeals from administrative and disciplinary decisions of the control bodies and stewards' inquiries. Appeals initiated by aggrieved persons against decisions of the RDB are heard by the Queensland Civil and Administrative Tribunal.
Constituting Act	<i>Racing Act 2002</i>
Financial reporting arrangement	Included in the financial statements of this report.
Audit exemptions	Not applicable.
Cost to NPSR	\$49,574. Costs are met by the racing industry.
Number of meetings held	57

Achievements 2014–15	In 2014–15, the RDB heard 57 appeals, of which 38 were dismissed, 11 were upheld and four were withdrawn. In addition, one appeal comprised multiple offences, of which four were dismissed, three were upheld and one had no appeal lodged. Three appeals are still awaiting a decision from the Board.
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<b>Stadiums Queensland Board</b>	
Key roles and functions	The role of the Stadiums Queensland Board (the SQ Board) is to provide strategic direction to, and oversee the performance of Stadiums Queensland.
Key Responsibilities	The SQ Board is responsible for the management, operation, promotion, maintenance and development of the state's major sporting and entertainment facilities.
Constituting Act	<i>Major Sports Facilities Act 2001</i>
Financial reporting arrangement	The SQ Board tables its own Annual Report in Parliament.
Audit exemptions	Nil
Cost to NPSR	Nil
Number of meetings held	13
Achievements 2014–15	Achievements are outlined in the SQ Board's Annual Report.

## Appendix 3—External scrutiny

### Report to Parliament No 10:2014–15—Bushfire prevention and preparedness

On 16 December 2014, the Queensland Audit Office (QAO) tabled an audit report on bushfire prevention and preparedness. The objective of the audit was to determine if Queensland is better able to prevent and prepare for bushfires following the 2009 Victorian Bushfires Royal Commission (VBRC), the Malone Review into Rural Fire Services in Queensland 2013 and the Police and Community Safety Review 2013.

Although the report focused on Queensland Fire and Emergency Services and the Public Safety Business Agency, the department was mentioned in the report in relation to VBRC recommendation 56 on fuel management: that the State fund and commit to implementing a long-term program of prescribed burning based on an annual rolling target of five per cent minimum of public land.

The report found that although the department continues to meet the five per cent target, it incorporates wildfire into the area of land burned which is unplanned in location and hectares burnt. In a written response to the QAO regarding the audit findings, the department noted that the reference to wildfire in the report may infer that the planned burn target set by QPWS is significantly influenced by wildfire activity. The department highlighted that QPWS has a strong record of meeting, or exceeding, its planned burn target, achieving a five-year rolling average of 5.4 per cent of the park and forest estate through its planned burn program alone.

The department committed to continuing to strengthen its relationship and cooperative arrangements with Queensland Fire and Emergency Services; to undertake proactive risk identification and carry out a planned burn program to mitigate the risk of wildfire to the community and ensure effective management of Queensland's parks and forests.

### Coronial inquest

The Office of the State Coroner delivered the Findings Report on 14 July 2014 following an inquest into the death of Mr Che-Wei Su at Mossman Gorge.

The report made the following recommendations:

1. All of the stakeholders who operate in, or respond to incidents at, Daintree National Park form a committee and consider the issues raised at this inquest, including but not limited to:
  - a. The safety of pedestrians and cyclists on the Mossman Gorge Road and whether a separate walking and bicycle path should be established.

- b. The information provided to visitors at the Centre including the content of that information and how it is delivered.
- c. The signage in the national park.
- d. Information sharing between rangers and centre staff in regard to water levels in the gorge and associated risks to visitors.
- e. Whether at any time it would become appropriate to prohibit swimming in the national park due to high water levels in the gorge.
- f. Review of procedures relating to responses to emergencies occurring in the national park.
- g. Changes to the centre's website and brochures.
- h. Access to the landline in the rangers' hut for all stakeholders.
- i. Improved mobile phone coverage in the national park.

2. Voyages Indigenous Tourism Australia Pty Ltd engage a safety consultant to review the safety management in respect of its operation concerning:
  - a. The advice to be given to visitors concerning their safety in the Daintree National Park.
  - b. The management of emergency incidents that occur in the Daintree National Park.

### Departmental response

In response to the Findings Report, Queensland Parks and Wildlife Service, Voyages Indigenous Tourism Australia (trading as the Mossman Gorge Centre), Queensland Police Service, Queensland Emergency Services and the Douglas Shire Council formed a committee to consider the issues raised at the inquest into Mr Su's death.

Since the committee was formed, the department has implemented all of the recommendation sub-elements that fell under the jurisdiction of the Queensland Government. In addition, the committee has worked together to find solutions to the remaining recommendations.

As at 30 June 2015, all recommendations from the Findings Report had been implemented with the department's final report signed by the Minister for Environment and Heritage Protection and Minister for National Parks and the Great Barrier Reef and submitted to the Department of Justice and Attorney-General.

## **Queensland Greyhound Racing Industry Commission of Inquiry**

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

The Commissioner, Mr Alan MacSporran QC, delivered the commission's report on 1 June 2015. The report made 15 recommendations the most significant being the creation of a new, independent statutory authority to regulate the racing industry and the abolition of the individual boards to make way for a seven member all-codes board with four independent members and one member from each code of racing. The Queensland Government accepted all recommendations in principle and has taken action to abolish the current individual boards of racing by removing all current board members. *The Racing Act 2002* is also being reviewed to incorporate the commission's recommendations.

## **Review of Publication Schemes, Disclosure Logs and Information Privacy Awareness in Departments and Hospital and Health Services**

The Office of the Information Commissioner (OIC) undertook a desktop audit of the department's website in 2013–14 as part of a wider audit of the Queensland Government's compliance with aspects of the *Right to Information Act 2009* and the *Information Privacy Act 2009*.

As part of the individual desktop audit process, a preliminary report was issued, providing the department with an opportunity to respond to the recommendations. The department accepted all recommendations and during 2014–15, progressively implemented a number of improvements to address the report's recommendations.

OIC's final report, *Results of Desktop Audits 2013–14: Review of Publication Schemes, Disclosure Logs and Information Privacy Awareness in Departments and Hospital and Health Services* was tabled in the Legislative Assembly in September 2014 (Report No.1 to the Queensland Legislative Assembly for 2014–15).

## Appendix 4—additional published information

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

Topics included in this additional report are:

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

## Appendix 5—Annual 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 and designated areas including highly protected areas within the parks. These management arrangements are formalised through the gazettal of zoning plans and the development of management plans.

Public authorities and other interested groups, including Aboriginal and Torres Strait Islander communities, 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 spell out the types of uses and management measures.

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

The plans and regulations that support this legislation are:

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

### Amendments

#### *Marine Parks Act 2004*

In May 2014, the Act was amended as part of a package of legislative amendments to support the introduction of the *Environmental Offsets Act 2014*. The Act was amended to allow an environmental offset condition to be imposed on a marine park authority for certain activities in highly protected zones and to specify a penalty for non-compliance with an offset condition. These provisions came into effect on 1 July 2014.

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

No amendments were made to the Marine Parks (Declaration) Regulation 2006 in 2014–15.

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

The Marine Parks (Great Sandy) Zoning Plan 2006 was amended in September 2014 to increase the areas available for commercial whale watching within the Great Sandy Marine Park. These amendments removed the designated whale management area restrictions in the zoning plan, allowing whale watching to occur in all locations in the marine park. Supporting amendments were also made to the Marine Parks Regulation 2006 (refer below).



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

No amendments were made to the Marine Parks (Great Barrier Reef Coast) Zoning Plan 2004 in 2014–15.

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

No amendments were made to the Marine Parks (Moreton Bay) Zoning Plan 2008 in 2014–15.

## **Marine Parks Regulation 2006**

Along with the Marine Parks (Great Sandy) Zoning Plan 2006, the Marine Parks Regulation 2006 was also amended in September 2014 to increase the areas available for commercial whale watching within the Great Sandy and Moreton Bay Marine Parks. Additional changes were made to support enhanced commercial whale watching opportunities in the Great Sandy Marine Park. Similarly, in the Moreton Bay Marine Park commercial whale watching restrictions were mostly removed, with a small exclusion area around Point Lookout (North Stradbroke Island) being retained. Point Lookout is historically important for whale research and retaining an exclusion area around this location supports monitoring whale behaviour with minimal vessel interactions.

## **Legislative amendment proposals**

During 2014–15, public consultation was conducted for one proposed legislative amendment. From August to September 2014, feedback was sought on a proposal to reduce red tape for users of recreational aircraft within Moreton Bay Marine Park. The Marine Parks (Moreton Bay) Zoning Plan 2008 requires recreational aircraft operators to obtain a permit for flying at an altitude of 500 feet or less, or to take off and land within the Marine Park. The minister decided not to progress the proposed amendments due to stakeholder concerns.

## **Funding**

In 2014–15, the Queensland Government contributed \$8.372 million to the field management program (FMP) for the Great Barrier Reef.

After receipt and allocation of Commonwealth funding, the department's combined recurrent and capital budget allocation in 2014–15 was \$12.497 million for the Great Barrier Reef FMP. Only a portion of this is spent on State marine parks. The FMP operates across the (Commonwealth) Great Barrier Reef Marine Park, the (State) Great Barrier Reef Coast Marine Park, island national parks and Commonwealth islands.

An annual operating budget of \$1.5 million (excluding depreciation) was allocated to administer the Act in the Moreton Bay Marine Park. Annual expenditure for the expansion of the artificial reef program in the Moreton Bay Marine Park was \$218,680.

In 2014–15, an operating budget of \$0.69 million (excluding depreciation) was allocated to administer the Act in the Great Sandy Marine Park. This figure is lower than 2013–14 (\$0.9 million) due to vehicle lease costs and fuel being allocated across the administrative region (rather than specifically for marine park operations) as well as, a reduced requirement for asset maintenance. Annual expenditure for the new artificial reef program in the Great Sandy Marine Park was \$881,320.

## **Management plans**

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

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

Approved management plans with a marine park component are outlined in Table A. These areas have also been referenced in the 2014-15 report on the Administration of the *Nature Conservation Act 1992*.

A review of the management planning process is underway, which seeks to examine various planning instruments and develop a conservation performance management framework. Future planning instruments will clearly outline management priorities and adaptive management principles will ensure improved targeting of resources and park

management outcomes.

## Permissions

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

A summary of permissions granted, suspended or cancelled, and applications refused in 2014–15 and related information is outlined in Tables B and C.

## Offences and enforcement

In 2014–15, 252 marine park penalty infringement notices were issued. There were three litigation matters progressed and finalised under the Act, resulting in three prosecutions. A summary of offences and enforcement matters are provided in Tables D and E.

## Accreditations

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

## Information supporting the report on the administration of the *Marine Parks Act 2004* in 2014–15

**Table A - Approved management plans that included a marine park component (current in 2014–15)**

Management plans
Byfield Area and adjoining Great Barrier Reef Coast Marine Park Management Plan.
Cape Hillsborough, Pioneer Peaks, Mount Ossa, Mount Martin and Reliance Creek national parks and adjoining State Waters Management Plan.
Capricornia Cays National Park and adjoining State Waters Management Plan.
Fitzroy Island National Park and Marine Management Area Management Plan.
Green Island Recreation Area, incorporating Green Island National Park, part of Cairns Marine Park (State) and part of the GBRMP (Commonwealth) and Green Island National Park Management Plans.
Holbourne Island National Park and adjoining State Waters Management Plan.
Three Islands Group National Park and adjoining tidal lands within Great Barrier Reef Coast Marine Park Management Plan.

**Table B - (Marine Parks Act 2004); State–Commonwealth Joint Marine Park permissions (permits and agreements) granted, refused, and suspended or cancelled (1 July 2014–30 June 2015)**

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

Category	Permits current as at 30/06/2015	Permits issued between 1/07/14 and 30/06/15	Permits refused, suspended or cancelled between 1/07/14 and 30/06/15
Tourist program	583	136	0
Whale watching <sup>1</sup>	30	7	0
Media activity (film, photography)	2	0	0
Vessel charter/aircraft <sup>2</sup>	546	131	0
Educational programs	123	31	0
Research	264	85	0
Operate a facility <sup>3</sup>	48	16	0
Minor works <sup>4</sup>	130	55	0
Major works <sup>5</sup>	2	1	0
Collecting	1	0	0
Developmental fishery	0	0	0
Harvest fishery <sup>6</sup>	33	4	0
Aquaculture	0	0	0
Anchoring	0	0	0
Carrying out a program for taking a plant, animal or marine resource <sup>7</sup>	23	9	0
Mining <sup>8</sup>	0	0	0
Other <sup>9</sup>	155	44	1

**Notes:**

- Whale watching - Commercial Activity Agreements
- Vessel Charter includes skippered and bare boat charters
- Operate a facility includes barge landings
- Minor works include small scale coastal works such as beach nourishment, buoy and pile moorings, maintenance dredging (GBRCMP only) and access structures (e.g. jetties, boat ramps).
- Major works include large scale coastal works such as construction of marinas, reclamation work, capital dredging, sand extraction; large building works such as sand loading facility, wharf or submarine pipeline.
- Harvest Fishery includes commercial collecting of coral, shell, aquarium fish.
- Carrying out a program for taking a plant, animal or marine resource that poses a threat to human life and safety (e.g. mosquito control), marine park ecosystems (e.g. toxic algae) or to the use/ amenity of an area or adjacent marine park (e.g. mangrove trimming).
- Mining includes exploring or mining for minerals, exploring or producing petroleum and carrying out geothermal exploration.
- Other includes activities such as long term anchoring, recreational collecting, use of managed vessels, recreational aircraft (MBMP only) and aquatic events.
- Includes permit transfers, amendments and renewals

**Additional Information:**

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

**Table C - (Marine Parks Act 2004); State Only Marine Park permissions (permits and agreements) granted, refused, and suspended or cancelled (1 July 2014–30 June 2015)**

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

Category	Permits current as at 30/06/2015	Permits issued between 1/07/14 and 30/06/15	Permits refused, suspended or cancelled between 1/07/14 and 30/06/15
Tourist program	200	67	4 refused 1 withdrawn
Whale watching <sup>1</sup>	19	13	0
Media activity (Film, photography)	2	1	0
Vessel charter/ aircraft <sup>2</sup>	34	7	2 refused
Educational programs	14	4	0
Research	83	25	0
Operate a facility <sup>3</sup>	16	3	0
Minor works <sup>4</sup>	119	55	0
Major works <sup>5</sup>	12	0	0
Collecting	37	3	0
Developmental fishery	3	0	0
Harvest fishery <sup>6</sup>	9	0	0
Aquaculture	1	0	0
Anchoring	0	0	0
Carrying out a program for taking a plant, animal or marine resource <sup>7</sup>	5	1	0
Mining <sup>8</sup>	0	0	0
Other <sup>9</sup>	18	11	0

**Notes:**

1. Whale watching - Commercial Activity Agreements
2. Vessel Charter includes skippered and bare boat charters
3. Operate a facility includes barge landings
4. Minor works include small scale coastal works such as beach nourishment, buoy and pile moorings, maintenance dredging (GBRCMP only) and access structures (e.g. jetties, boat ramps).
5. Major works include large scale coastal works such as construction of marinas, reclamation work, capital dredging, sand extraction; large building works such as sand loading facility, wharf or submarine pipeline.
6. Harvest Fishery includes commercial collecting of coral, shell, aquarium fish.
7. Carrying out a program for taking a plant, animal or marine resource that poses a threat to human life and safety (e.g. mosquito control), marine park ecosystems (e.g. toxic algae) or to the use/ amenity of an area or adjacent marine park (e.g. mangrove trimming).
8. Mining includes exploring or mining for minerals, exploring or producing petroleum and carrying out geothermal exploration.
9. Other includes activities such as long term anchoring, recreational collecting, use of managed vessels, recreational aircraft (MBMP only) and aquatic events.
10. Includes permit transfers, amendments and renewals

**Additional Information:**

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

**Table D - *Marine Parks Act 2004* enforcement activity for Great Barrier Reef Coast, Great Sandy and Moreton Bay Marine Parks (1 July 2014–30 June 2015)**

Category		Number
<b>Penalty Infringement Notices</b>	Number issued	252
	Number withdrawn	20
	Number of Court elects	8
	Number of reviews	15
<b>Formal Investigations</b>	Number completed	0
<b>Litigations</b>	Number progressed in 2014-15	3
	Number of matters finalised in 2014-15	3

**Table E - *Marine Parks Act 2004* prosecution results for 1 July 2014–30 June 2015**

Party	Statute	Description	Court result		
			Court Date	Penalty	Costs
Meiforth	Marine Parks Regulation 2006	1 x fishing from a vessel in a marine national park - s109 Marine Parks Regulation 2006	10/07/14	\$1,000	\$500
Batch	Marine Parks Act 2004	1 x wilful enter or use a marine park for the prohibited purpose of netting - s43 <i>Marine Parks Act 2004</i>	22/01/15	\$5,000	\$2,000
Nahrung	Marine Parks (Moreton Bay) Zoning Plan 2008	1 x unlawful operation of a vessel in a go slow zone - s45(1) Marine Parks (Moreton Bay) Zoning Plan 2008	06/05/15	\$400	\$1,850
<b>Total</b>				<b>\$6,400</b>	<b>\$4,350</b>

**Table F - Summary of accreditations in place over State marine parks in 2014–15 (showing State-only and joint State–Commonwealth accreditations)**

Marine park	Party or instrument accredited	Purpose	Date issued	Expiry date
Moreton Bay Marine Park	Oyster Industry Management Plan (Department of Agriculture and Fisheries)	Oyster industry	01/08/2008	n/a*
Great Sandy Marine Park	Great Sandy Regional Marine Aquaculture Plan (Department of Agriculture and Fisheries)	Aquaculture	23/01/2012	n/a
Great Barrier Reef Coast Marine Park	Girringun TUMRA (QPWS/GBRMPA)	Traditional Use of Marine Resources	01/07/2010	01/07/2015
	Port Curtis Coral Coast Regional TUMRA (QPWS/GBRMPA)	Traditional Use of Marine Resources	30/08/2011	30/08/2014
	Woppaburra TUMRA (QPWS/GBRMPA)	Traditional Use of Marine Resources	30/06/2014	30/06/2024
	Yirrganydji TUMRA (QPWS/GBRMPA)	Traditional Use of Marine Resources	04/2014	04/2019
	Lama Lama TUMRA (QPWS/GBRMPA)	Traditional Use of Marine Resources	08/2013	08/2018
	Yuku-Baja-Muliku TUMRA (QPWS/GBRMPA)	Traditional Use of Marine Resources	16/08/2013	16/08/2018
	University of Queensland	Limited impact research	10/02/2006	n/a
	Australian Museum	Limited impact research	10/02/2006	n/a
	Queensland Museum	Limited impact research	10/02/2006	n/a
	Central Queensland University	Limited impact research	10/02/2006	n/a
	University of Sydney	Limited impact research	10/02/2006	n/a
	Department of Primary Industries and Fisheries (Qld)	Limited impact research	10/02/2006	n/a
	James Cook University	Limited impact research	10/02/2006	n/a

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

# 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 (eg: governance, financial management) topics.
<i>Challenge, Achievement and Pathways in Sport</i> (CAPS) program	The <i>Challenge, Achievement and Pathways in Sport</i> (CAPS) program has been designed to increase the number of, and participation by, young volunteers within sporting organisations.
Code substance	Any substance, other than a drug that is relevant to a control body's code of racing and is mentioned in an agreement between the control body and an accredited facility. Both a drug and a code substance are considered prohibited substances and will be reported by the accredited facility unless they are found at a level below that stated in: an agreement between the accredited facility and the control body; or the control body's rules of racing.
The Collection Procedures	An outline of the process for persons who are responsible for taking and dealing with things for analysis as required under section 143(3) and (4) of the <i>Racing Act 2002</i> (the Act). "Things" for the purposes of this section are defined in Schedule 3 of the Act and include a sample, relating to an animal, which means biological or other material taken from, or produced by the animal and includes blood, faecal material, hair, saliva, sweat, tissue, urine and vomit.
Crown-of-thorns starfish	A marine invertebrate that feeds on coral and is native to the coral reefs in the Indo-Pacific region. When conditions are right for the crown-of-thorns starfish to multiply, they can reach plague proportions and devastate the hard coral population on affected reefs.
DestinationQ	A partnership between the Queensland Government and the tourism industry that aims to double visitor expenditure by 2020.
Ecotourism	Ecologically sustainable tourism with a primary focus on experiencing natural areas that fosters environmental and cultural understanding, appreciation and conservation.
Find a Volunteer Project	An online tool that provides an interactive map and list of Queensland conservation projects that are currently seeking volunteers. It is designed to direct potential volunteers to the best location and program to suit their needs ( <a href="http://environment.ehp.qld.gov.au/park-volunteers/">http://environment.ehp.qld.gov.au/park-volunteers/</a> ).
Fish habitat area	An area protected against physical disturbance from coastal development while still allowing legal fishing.
Friends of Parks	A program to boost volunteering and voluntourism on Queensland's parks and forests. Voluntourism recruits travellers to undertake voluntary work to help communities or the environment in the places they are visiting.
<i>Get in the Game</i>	A suite of programs which support sport and recreation at the grassroots level. <i>Get in the Game</i> assists clubs to increase their membership and to improve club facilities.
<i>Get Out, Get Active</i>	The <i>Get Out, Get Active</i> program provides funding for projects that will deliver community-based sport and active recreation activities that increase opportunities for participation by women and girls who are either currently inactive, or would otherwise benefit from further participation.
Indigenous land use agreements	An agreement (commonly known as ILUAs) made with native title parties under the Commonwealth <i>Native Title Act 1993</i> .
<i>Indigenous Community Sport and Recreation Program</i>	The <i>Indigenous Community Sport and Recreation Program</i> provides funding to support the delivery of sport and recreation services to identified Indigenous communities across Queensland.

International Organization for Standardization	An information security standard published by the International Organization for Standardization (ISO) and by the International Electrotechnical Commission (IEC).
Laboratory Information Management System	A software based laboratory and information management system with secure features that support a modern laboratory's operations for the management of racing industry samples and associated analytical findings.
Management plans	Statutory documents that provide an important source of clear management direction and priority actions for QPWS-managed areas.
Marine park	A park that is established over tidal lands and waters to protect and conserve the values of the natural marine environment while allowing for its sustainable use. Marine parks protect habitats including mangrove wetlands, seagrass beds, mudflats, sandbanks, beaches, rocky outcrops and fringing reefs.
Medal of the Order of Australia	In the Australian honours system, appointments to the Order of Australia confer recognition for outstanding achievement and service. The Medal of the Order of Australia is awarded for service worthy of particular recognition.
National park	A relatively large area set aside for its features of predominantly unspoiled natural landscape, flora and fauna, permanently dedicated for public enjoyment, education and inspiration and protected from all interference other than essential management practices so that its natural attributes are preserved.
<i>Nature Play Qld</i>	An initiative to increase the time Queensland children spend in unstructured play outdoors and in nature.
Park and forest estate	Includes national parks and other State owned reserves (excluding nature refuges) gazetted (or proposed for gazettal) under the <i>Nature Conservation Act 1992</i> as well as State forests and timber reserves gazetted under the <i>Forestry Act 1959</i> .
ParksQ	An online system which provides the public with the ability to book and pay for national parks camping permits and vehicle access permits.
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	Declared protected areas are those which represent Queensland's biological diversity, outstanding natural and cultural features and wilderness.
Queensland Academy of Sport	The Queensland Academy of Sport (QAS) is an initiative of the Queensland Government aimed at supporting the State' elite and identified developing athletes.
Queensland All-Codes Racing Industry Board	The control body for thoroughbred, harness and greyhound racing in Queensland.
QuEST policy	A departmental policy to improve access and provide new opportunities in national parks and other protected areas for ecotourism.
Ranger Development Framework	A workforce development program to develop clear career pathways and capabilities for rangers, including recruitment and selection procedures review, training and development.
Senior Executive Service	Officers within the Queensland Public Service who are appointed to support the chief executive to deliver the government's agenda. Their employment conditions are defined by a Directive of the Public Service Commission.
Stakeholders	Individuals, groups or organisations with a specific interest in and/or influence on the work of the department.
Start Playing, Stay Playing	A report released by the Ministerial Advisory Committee on Women and Girls in Sport and Recreation. The report provided recommendations to promote lifelong participation in sport



	and recreational activities.
Sports Houses	Affordable office accommodation provided to regional and State sport and recreation tenants at Queensland Government Sports Houses to assist with achieving sport and recreation outcomes across Queensland.
<i>Torres Strait Community Sport and Recreation Program</i>	The <i>Torres Strait Community Sport and Recreation Program</i> provides funding to support the delivery of sport and recreation services to identified Torres Strait communities across Queensland.
Union Cycliste Internationale (ICU)	The world governing body for the sport of cycling. The ICU 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 Areas are examples of the world's most outstanding natural or cultural heritage that it is agreed should be protected for all humanity. They are identified and listed under an international treaty administered by the United Nations Educational, Scientific and Cultural Organisation (UNESCO).

# Acronyms

Acronym	Explanation
ANZAC	Australian and New Zealand Army Corps
AS/NZS	Australian Standard/New Zealand Standard
ATSI	Aboriginal and Torres Strait Islander peoples
BACW	Building Active Communities Workshops
BCP	Business and Corporate Partnership
CALD	culturally and linguistically diverse backgrounds
CCC	Crime and Corruption Commission
CEO	Chief Executive Officer
CFO	Chief Finance Officer
CYPAL	Cape York Peninsula Aboriginal Land
ECAD	Executive Capability and Development Process
eDRMS	electronic document and records management system
EMT	Executive Management Team
EOI	expression of interest
FHA	Fish habitat area
FTE	full-time equivalent
GAQAP	<i>Get Active Queensland Accreditation Program</i>
GBRMPA	Great Barrier Reef Marine Park Authority
GIS	geographic information system
ICSRP	<i>Indigenous Community Sport and Recreation Program</i>
ICT	information and communications technology
ILUA	Indigenous Land Use Agreement
IP Act	<i>Information Privacy Act 2009</i>
LIMS	Laboratory Information Management System
LTIR	lost time injury and illness rate
NCA	<i>Nature Conservation Act 1992</i>
NPSR	Department of National Parks, Sport and Racing
NRS	national reserve system
OAM	Medal of the Order of Australia

P&DP	Performance and Development Plan
PID	Public interest disclosure
PSC	Public Service Commission
PWD	people with a disability
QAO	Queensland Audit Office
QAS	Queensland Academy of Sport
QEP	Queensland ecotourism plan
QFES	Queensland Fire and Emergency Services
QPWS	Queensland Parks and Wildlife Service
QRec	Queensland Recreation Centres
QTIS	Queensland Thoroughbred Investment Scheme
QuEST	Queensland Eco and Sustainable Tourism policy
QYAC	Quandamooka Yoolooburrabee Aboriginal Corporation
RDF	Ranger Development Framework
RIF	Racing Infrastructure Fund
RQL	Racing Queensland Limited
RTI Act	<i>Right to Information Act 2009</i>
SES	Senior Executive Service
TAFE	Technical and Further Education
UCI	Union Cycliste Internationale
WHA	World Heritage Area

## **Financial statements**

**Provided on CD**

