



# Annual Report 2013–2014

## Purpose of the report

This annual report details the financial and non-financial performance of the Department of National Parks, Recreation, Sport and Racing (NPRSR) from 1 July 2013 to 30 June 2014. It highlights the work, achievements, activities and strategic initiatives of the department and satisfies the requirements of *Queensland's Financial Accountability Act 2009*.

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24 September 2014

The Honourable Steve Dickson MP  
Minister for National Parks, Recreation, Sport and Racing  
111 George Street  
Brisbane Qld 4000

Dear Minister

I am pleased to present the Annual Report 2013–2014 and financial statements for the Department of National Parks, Recreation, 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.nprsr.qld.gov.au](http://www.nprsr.qld.gov.au).

Yours sincerely

Dr John Glaister  
Director-General  
Department of National Parks, Recreation, Sport and Racing

# Message from the Director-General

The Department of National Parks, Recreation, Sport and Racing (NPRSR) is committed to ensuring that Queensland's parks and forests are protected and available to be enjoyed by all Queenslanders now and into the future; that Queenslanders lead active and healthy lifestyles through participation in physical activity; and that the Queensland racing industry is operating with integrity.

In the past year, the department's achievements have been significant and widespread and have helped improve the lives of many Queenslanders.

NPRSR has also delivered a comprehensive renewal agenda. This has included a review of the department's services, the implementation of new initiatives, as well as reviews and amendments to key legislation, including the *Nature Conservation Act 1992* and the *Racing Act 2002*. The aim of this renewal agenda has been a rejuvenation in departmental priorities and the delivery of customer-focussed services in an efficient and innovative manner.

## National Parks

The department has achieved significant success in opening up national parks and other protected areas for public enjoyment including for recreational purposes.

The department manages more than 12 million hectares of protected area estate, which includes more than 30,000 kilometres of roads and fire controls, 2000 kilometres of walking tracks, 470 camping areas, 340 administrative buildings, 200 day-use facilities and 150 work bases.

The past year has seen recreational and tourism opportunities expanded in these national park estates, including new ecotourism opportunities.

The Ecotourism Plan 2013–20 seeks to make Queensland a world-leader in ecotourism by 2020. A statewide expression of interest (EOI) was undertaken for ecotourism facilities on national parks. Thirty-two proposals received through the EOI were selected to progress to the next stage of the process.

In addition, the department issued the first ever ecotourism lease for the Mamu Rainforest Canopy Walkway in Wooroonooran National Park near Innisfail.

Stage 1 of the Friends of Parks program delivered \$0.5 million in grants to 31 community groups delivering conservation and recreation initiatives on parks and forests. Stage 2 of the program saw an additional four external organisations contracted to deliver an expanded volunteer program in 50 parks and forests across Queensland until June 2015.

Queensland's national parks received international attention through the Best Job in the World campaign. The winner, French-born Elisa Detrez, won the role of a park ranger for six months. Elisa's journey included more than 65 tourism destinations and 57 parks. She posted more than 1000 images and videos of Queensland on social media, attracting more than 40,000 global followers.

In addition, the department launched a new \$5 million, 24-metre patrol vessel, Reef Ranger, which was jointly funded by the Queensland and Australian governments.

The Reef Ranger is twice as fast, more environmentally friendly and more cost-effective than its predecessor and will provide reliable access to the 348,000 square kilometres of the Great Barrier Reef World Heritage Area.

Mon Repos Regional Park, near Bundaberg, hosted its second busiest tourist season in the past decade with more than 28,000 visitors witnessing the annual pilgrimage of sea turtles.

Master plans were released for community consultation for three of Queensland's nature-based visitor centres—Walkabout Creek, Mon Repos Turtle Centre and David Fleay Wildlife Park. The department's aim is to reinvigorate these long-established destinations and make them more accessible and meaningful to tourists and the wider community.

## Recreation and Sport

The department continued its hugely successful Get in the Game program. This \$47.8 million initiative assists eligible children to join sporting clubs, provides sporting clubs with one-off grants for equipment, promotion, training and other activities and also offers funding for facility development and upgrades to improve club facilities. Under the initiative's first three rounds, almost 54,000 vouchers have been issued to children and young people across the state.

In conjunction with the Queensland Outdoor Recreation Federation, the department launched Nature Play Queensland, an initiative that aims to get kids outdoors. By switching from screen time to green time, Queensland

kids will reap the health and fitness benefits from playing outdoors.

A Daily Physical Activity mobile app was also launched. The app is a 'how to' manual for encouraging school-aged children to get active. It aims to instil positive attitudes towards an active lifestyle by emphasising the fun aspect of physical activity and making active living and learning a way of life.

Affordable weekend and school holiday getaways were introduced at the Tallebudgera Active Recreation Centre providing more quality outdoor recreation facilities for Queensland families to enjoy outdoor recreation experiences.

More than \$28.1 million in funding was announced for state-based sport and recreation organisations in addition to the department's continued funding for the Queensland Academy of Sport (QAS).

A large number of QAS athletes also qualified for the 2014 Commonwealth Games, held in Glasgow in July–August 2014. In the Australian Commonwealth Games team there were 102 Queenslanders, 82 of whom were QAS supported.

In all, QAS athletes won 47 event medals—20 Gold, 12 Silver, 15 Bronze and 70 individual medals—39 Gold, 15 Silver, 16 Bronze. They also broke nine Games records and two world records.

## **Racing**

Improving racing infrastructure throughout Queensland is part of the department's commitment to rejuvenating the racing industry and the Racing Industry Capital Development Scheme provides funding for modern, high quality infrastructure and facilities.

The release of the Racing Queensland Five Year Infrastructure Strategy in December 2013 provides a roadmap for funding infrastructure across the state's racing sector.

The department continued to fund racing infrastructure upgrades through the \$110.0 million Racing Industry Capital Development Scheme to provide modern, high quality infrastructure and facilities. Projects include the turf track replacement at the Toowoomba Turf Club, stage one of the Gold Coast Turf Club redevelopment and the commencement of the \$12.0 million greyhound racing track at Cronulla Park in Logan.

The department continued to support the rejuvenation of country racing in Queensland by providing \$1.0 million in 2013–14 to fund 20 additional country race meetings.

The Queensland Thoroughbred Investment Scheme (QTIS) funding of \$2.5 million in 2013–14 supported the Queensland breeding industry by incentivising the use of Queensland-based stallions and the purchase of QTIS-registered horses at yearling sales.

The transfer of racing integrity functions to government to ensure independence and transparency was completed with the commencement of the Racing Disciplinary Board in August 2013.

The review of racing legislation was completed in September 2013 with the commencement of the new Racing Regulation 2013.

In conclusion, I would like to thank the department's executive management team and staff for their efforts in delivering on our commitments and making a real difference to the lives of Queenslanders.

Dr John Glaister

**Director-General**

# Our organisation

## Our role

The Department of National Parks, Recreation, Sport and Racing supports the Queensland Government's objectives through managing protected areas to enable sustainable use now and in the future, encouraging active participation in sport and recreation, and ensuring the integrity of the racing industry across the state. The department has three service areas working towards this purpose: Queensland Parks and Wildlife Service; Sport and Recreation Services; and Office of Racing.

Queensland's parks and forests estate covers more than 12 million hectares and includes national parks, marine parks, forest reserves and regional parks, as well as State forests and timber reserves.

Parks and forests play an important part in building stronger communities by providing recreational activities and helping to build the economy through sustainable ecotourism ventures.

National parks are the cornerstone of Queensland's protected area estate and are an important part of our natural environment and cultural heritage. Through proper management, we aim to ensure that the parks are protected, accessible and valued by all Queenslanders.

By managing important marine protected areas, such as declared fish habitat areas, we aim to ensure sustainable recreational, commercial and Indigenous fishing.

We also encourage Queenslanders to lead active, healthy lifestyles by participating in sport and recreation. This is achieved through a suite of initiatives including funding programs, community programs and workshops, Active Recreation Centres and physical activity resources for parents and teachers aimed at getting young Queenslanders physically active.

We help Queenslanders enjoy sport and recreation opportunities by developing and supporting facilities, and develop elite athletes at the Queensland Academy of Sport.

The department is responsible for regulating Queensland's racing industry, to ensure it is commercially responsive and contemporary. We are responsible for ensuring the industry is operated in a responsible and accountable manner and that racing animals are cared for to the highest standard.

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.

## Our vision

Enhancing Queenslanders' and visitors' wellbeing and prosperity through our spectacular parks and forests and world-class sport, recreation and racing opportunities.

## Our business principles

These principles guide all departmental activities including strategic business management, day-to-day operational management and service delivery:

- *Performance*—We provide efficient, innovative and customer-centric services.
- *People*—We value and respect our staff and promote positive communication.
- *Safety*—We strive to ensure the safety of our staff and customers.
- *Integrity*—We act ethically, honestly and in the best interests of the community.
- *Accountability*—We are responsible and transparent in our operations.

## Our strategic priorities and key challenges

The priorities of the Department of National Parks, Recreation, Sport and Racing include identifying and implementing new ways of operating in the Queensland public sector.

As part of the Public Sector Renewal Program, the department is:

- Engaging in public sector renewal to embed innovation into business practices.
- Developing structures, systems and capabilities to drive and support service delivery transformation.
- Exploring possible commercial partnership opportunities with the private sector.

The key challenges and opportunities relating to our service areas include:

Challenges	Opportunities
Balancing conservation with improving access to protected areas.	<ul style="list-style-type: none"> <li>Promote ecotourism experiences enabling people to appreciate Queensland's natural heritage.</li> </ul>
Transforming the community's interest in sport and recreation to active participation.	<ul style="list-style-type: none"> <li>Deliver targeted funding to individuals and organisations to encourage greater participation in sport and recreation.</li> <li>Capitalise on the interest in sport leading up to the 2018 Gold Coast Commonwealth Games.</li> </ul>
Developing a competitive and sustainable racing industry in Queensland.	<ul style="list-style-type: none"> <li>Provide a new industry governance structure to rejuvenate Queensland racing.</li> <li>Invest in the redevelopment of racing infrastructure.</li> <li>Support additional country race meetings.</li> </ul>

## Our contribution to government objectives

Contribution to Queensland Government's objectives	Department's approach
Grow a four pillar economy	<ul style="list-style-type: none"> <li>Reduce red tape.</li> <li>Improve access to, and management of, Queensland's protected areas.</li> </ul>
Lower the cost of living	<ul style="list-style-type: none"> <li>Work with local clubs to reduce costs and encourage greater participation in sport and active recreation.</li> </ul>
Invest in better infrastructure and use better planning	<ul style="list-style-type: none"> <li>Continuously improve management of our protected areas, including controlling weeds and pests and building and maintaining infrastructure.</li> <li>Support the development and upgrade of local sporting facilities through targeted grants programs.</li> <li>Support new racing infrastructure upgrades.</li> </ul>
Revitalise frontline services	<ul style="list-style-type: none"> <li>Streamline permit processes to protected areas and improve the online customer experience for tourists and visitors.</li> <li>Enhance sport and recreation service delivery through new programs to increase participation.</li> <li>Provide a proactive regulatory environment for the racing industry.</li> </ul>

	<ul style="list-style-type: none"> <li>• Better integrate services with other government departments.</li> </ul>
Restore accountability in government	<ul style="list-style-type: none"> <li>• Give our customers a real say on issues affecting their local community.</li> <li>• Provide a new industry governance structure across all codes of racing.</li> <li>• Provide integrity related services to the Queensland racing industry.</li> <li>• Ensure systems are in place to efficiently, effectively and ethically manage departmental resources.</li> </ul>

## Whole-of-government initiatives

### Queensland Parks and Wildlife Service (QPWS)

QPWS worked with the Department of Aboriginal and Torres Strait Islander and Multicultural Affairs on the management handover of seven Cape York properties as part of a tenure resolution process which will result in parts of these properties becoming national park (Cape York Peninsula Aboriginal land).

QPWS, in partnership with the Department of Environment and Heritage Protection (EHP) supported the Government's commitment to employ 30 Indigenous land and sea rangers, and employed five rangers towards its target of 15 Indigenous Land and Sea Rangers in Cape York. QPWS is also working closely with EHP and the Department of Natural Resources and Mines (DNRM) to progress the dedication of 12 properties (acquired under the National Reserve System) as protected areas under an agreement with the Australian Government.

QPWS progressed a range of tourism initiatives in support of the Destination Success tourism plan, the 20-year plan for Queensland tourism.

Following the statewide Expression of Interest for ecotourism facilities on or near national parks, QPWS is progressing proposals in partnership with the Department of State Development, Infrastructure and Planning (DSDIP), Department of Tourism, Major Events, Small Business and the Commonwealth Games (DTESSB) and Tourism and Events Queensland (TEQ).

QPWS completed the Queensland National Parks brand and signature visitor experiences in partnership with TEQ and finalised concept master plans for Gateway visitor centres at Walkabout Creek Visitor Centre, Mon Repos Turtle Centre and David Fleay Wildlife Park in collaboration with DTESSB, DSDIP and TEQ.

QPWS continues joint management with the Great Barrier Reef Marine Park Authority of the Great Barrier Reef through the Great Barrier Reef Intergovernmental Agreement and Field Management Program. It also continues to support the management of the Wet Tropics World Heritage Area, with the Wet Tropics Management Authority and EHP. In addition, QPWS also manages the Gondwana Rainforests World Heritage Area under the Australian World Heritage Intergovernmental Agreement, cooperatively with the New South Wales National Parks and Wildlife Service and the Australian Government Department of Environment.

### Sport and Recreation Services

#### Statewide Outdoor Recreation Framework

In 2013–14, the department led the development of the Queensland Government's Statewide Outdoor Recreation Framework.

The framework provides for a more integrated and coordinated approach for government agencies, in collaboration with other stakeholders, to protect and provide improved access to outdoor recreation places and spaces, promote outdoor recreation opportunities and education, and assist in improving the capacity and sustainability of the outdoor recreation sector.

The steering committee, which guided the development of the framework, brought together representatives from key Queensland Government agencies, as well as other key outdoor recreation stakeholders including the Queensland Outdoor Recreation Federation, the Local Government Association of Queensland, Tourism and Events Queensland, SunWater and Seqwater.

# Our management and structure

## Executive 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.

### **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 park and forest estate. He is responsible for delivering improved tourism opportunities and providing easier access to Queensland's national and marine parks. In addition, Ben is responsible for significantly reducing red tape through regulatory reforms and increasing access to national parks for recreational activities.

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

Richard's responsibilities include the development and implementation of sport and recreation funding programs, delivery of programs to develop and improve skills within the sport and recreation industry, sponsorships and implementation of the department's Indigenous sport and recreation strategy.

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

Dale is responsible for 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 Philipson** **Acting Assistant Director-General, Corporate Services**

As the Head of Corporate for NPRSR 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 NPRSR 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 Ormsby** **Executive Director, Office of the Director-General**

Natalie's role includes providing strategic advice to the Director-General on issues and challenges for NPRSR with statewide or corporate impact. She is also the lead on contestability, innovation, renewal and values programs as well as other whole-of-government initiatives.

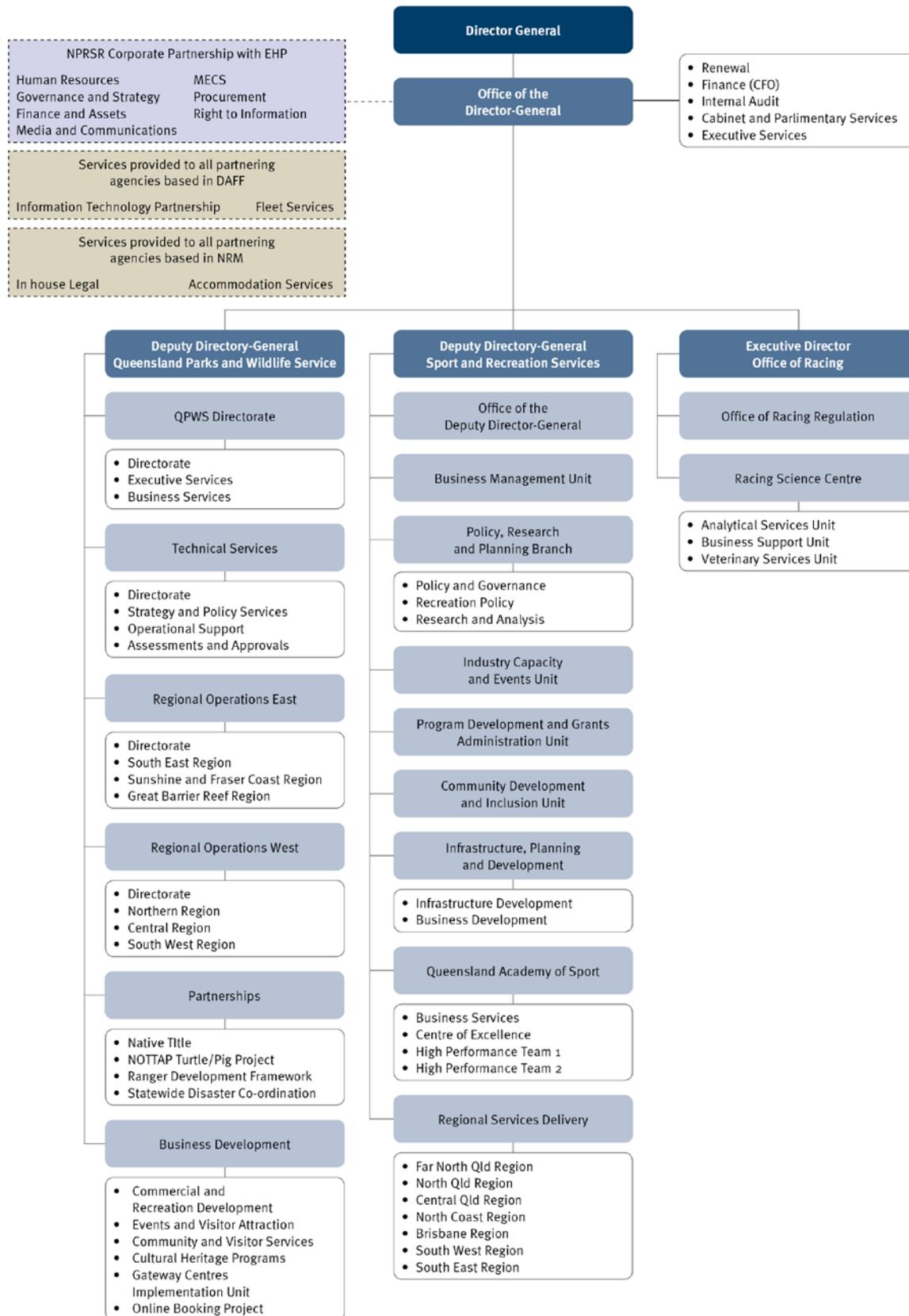
## **Business and Corporate Partnership Board**

The Business and Corporate Partnership (BCP) Board is comprised of the Directors-General of the departments of Tourism, Major Events, Small Business and the Commonwealth Games; Agriculture, Fisheries and Forestry; Natural Resources and Mines; Energy and Water Supply; Environment and Heritage Protection; and National Parks, Recreation, Sport and Racing.

The partnership operates through three corporate hubs embedded in the Department of Agriculture, Fisheries and Forestry, the Department of Natural Resources and Mines and the Department of Environment and Heritage Protection. Each hub delivers a set of core services (to the host and one adjunct agency) and a selection of cooperative services (to either five or six partnering agencies). The Head of Corporate for each BCP hub is also represented on the BCP board.

The board is collectively responsible for the long-term performance, business success and timely delivery of departmental key priorities within the BCP. Its role is to provide leadership and set the strategic direction of the partnership to enable it to meet its goals and objectives. Under this model, the focus is on ensuring economies of scale.

# Organisational structure



# Our finances

## Financial highlights

During the reporting period, a significant effort was undertaken to consolidate the department's general ledger and payroll from multiple legacy systems. A successful and targeted focus on managing debtors more effectively has led to a large reduction in monies owed to the department—the lowest amount since the department's inception. Additionally, from January 2014, all departmental staff were successfully transitioned onto a single payroll system.

## 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 in 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 \$22.1 million for the 2013–14 financial year. The deficit is directly attributable to a net \$44.6 million decrease in the value of the department's asset portfolio of land (including protected estate), buildings and infrastructure. Excluding the impact of the asset decreases, the department would have achieved a \$22.5 million operating surplus, which predominantly relates to \$21.0 million of funding received from the Queensland Reconstruction Authority for natural disaster recovery and relief work.

## Income

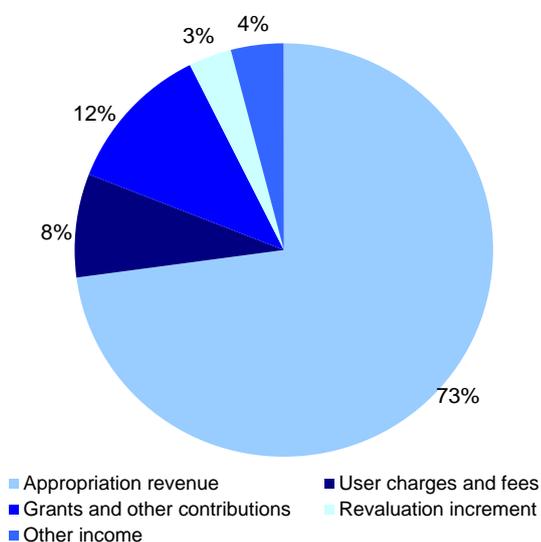
The department's 2013–14 income was primarily sourced from three main areas including:

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

The dry conditions experienced across Queensland during 2013–14 (as well as the absence of any major flood or cyclone events) created favourable weather for campers with a corresponding increase in camping and vehicle access permits, which contributed to the additional revenue generated, along with additional revenue generated by the Active Recreation Centres at Tallebudgera and Currimundi.

Included in income is an \$11.1 million increase in the value of buildings and infrastructure assets (revaluation increment). The graph below details the proportion of funding sources for 2013–14:

**Sources of controlled income: 2013-14**



## Expenses

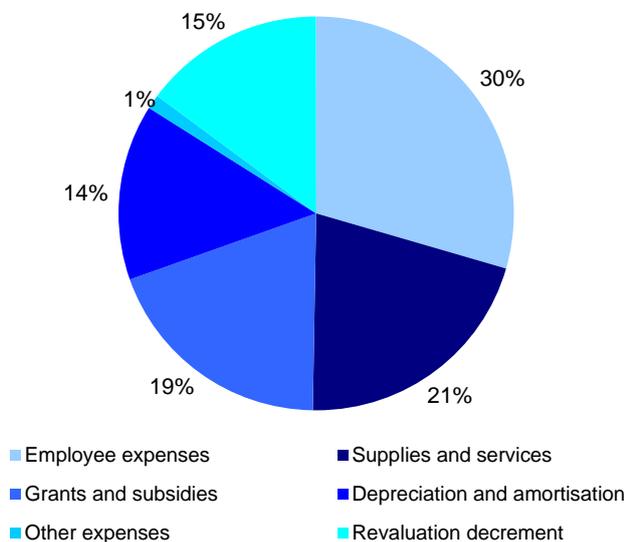
In 2013–14, all expense categories were reduced as a result of consolidation, and the full-year impact, of the department's contribution to the Queensland Government's fiscal repair initiative. Primary expense categories include employee expenses, supplies and services, grants and subsidies, depreciation and amortisation and other expenses.

The department's largest expense in 2013–14 was employee expenses of \$110.9 million for the payment of staff wages and associated on-costs (e.g., superannuation, payroll tax, 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 \$78.0 million, grants and subsidy payments (which are primarily associated with the Recreation and Sport service area) of \$72.4 million, and depreciation and amortisation expense of \$54.2 million.

A significant decrease in the value of the department's asset portfolio of \$55.8 million (revaluation decrement) has been reported as an expense in the period and is the reason for the reported deficit. This decrement has become even more visible due to the department not being able to offset previous increases in asset values when the economy prospered (asset revaluation surplus). The following graph shows the allocation of expenditure.

### Controlled expenses: 2013-14



## 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 \$2.8 billion. Since the department was established, the property market has continued to decline, which has had a significant impact on the value of the asset portfolio. 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 \$851.2 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. The total liabilities for the department reduced this year, principally due to the finalisation of Machinery-of-Government changes. The department also received \$20.8 million in contributions in advance, which relate to the management of the Curtis Island Environmental Management Precinct.

## Comparison of actual financial results with budget

The department's actual financial results in comparison to its budget as published in the State Budget Papers 2013–14 Service Delivery Statements (SDS) are presented in Table 1 and Table 2 with accompanying notes.

**Table 1: Statement of Comprehensive Income for the year ended 30 June 2014**

	Notes	2013–14 budget \$'000	2013–14 actual \$'000	Variation %
<b>Income</b>				
Appropriation revenue	1	310,137	257,552	-17.0%
User charges and fees		26,759	28,594	6.9%
Grants and other contributions	2	15,205	41,204	171.0%
Interest		660	544	-17.6%
Revaluation increment	3	-	11,147	n/a
Other revenue		11,040	13,876	25.7%
Gains on disposal of assets		-	571	n/a
<b>Total income</b>		<b>363,801</b>	<b>353,488</b>	<b>-2.8%</b>
<b>Expenses</b>				
Employee expenses	4	102,245	110,876	-8.4%
Supplies and services	5	94,763	77,975	17.7%
Grants and subsidies	6	103,723	72,409	30.2%
Depreciation and amortisation		60,313	54,192	10.1%
Revaluation decrement	3	-	55,775	n/a
Finance/borrowing costs		34	32	5.9%
Other expenses		4,153	4,344	-4.6%
<b>Total expenses</b>		<b>365,231</b>	<b>375,603</b>	<b>-2.8%</b>
<b>Operating result from continuing operations</b>		<b>-1,430</b>	<b>-22,115</b>	<b>-1446.5%</b>

**Notes:**

- 1 The appropriation revenue for the 2013–14 year has decreased due the deferral of budget funding for the Racing Industry Capital Development Scheme and Recreation and Sport grants programs to 2014–15.
- 2 The increase in grants and other contributions is predominantly due to reimbursements from the Queensland Reconstruction Authority for restoration work in national parks associated with natural disasters that occurred in prior years.

- 3 The revaluation increment and decrement represents the upwards and downwards movement, respectively, of the revaluation of the department's assets. The decrement is recognised as an expense in the Statement of Comprehensive Income as there are no revaluation increments, in the same class of assets, in which to offset.
- 4 The 2013–14 budgeted employee expenses do not reflect the renewal work undertaken in 2013 and were estimated based on data available at the time of the department's inception in 2012, which resulted in an underestimation of the 2013–14 budgeted employee expenses. Actual employee expenses reflect the cost of employees post the renewal exercise, including realignment across expense categories. The increase also reflects an Enterprise Bargaining wage increase, the land and sea rangers program and additional staffing requirements to deal with increased demand at the Active Recreation Centres.
- 5 The decrease in supplies and services is due to deferral of project costs to 2014–15 and reclassification of expenditure budgets in line with note 4 above.
- 6 The reduction in the grants expense against the SDS estimate largely relates to deferred expenditure from 2013–14 to 2014–15 for the Racing Industry Capital Development Scheme and Recreation and Sport grants programs.

**Table 2: Statement of Financial Position as at 30 June 2014**

	Notes	2013–14 budget \$'000	2013–14 actual \$'000	Variation %
<b>Current assets</b>				
Cash		68,831	63,124	-8.3%
Receivables	1	5,800	8,786	51.5%
Inventories	2	254	-	n/a
Other current assets	3	65	1,812	2687.7%
Assets held for resale	4	1,567	-	n/a
<b>Total current assets</b>		<b>76,517</b>	<b>73,722</b>	<b>-3.7%</b>
<b>Non-current assets</b>				
Property, plant and equipment	5	3,128,705	2,821,570	-9.8%
Intangibles	6	6,755	1,911	-71.7%
<b>Total non-current assets</b>		<b>3,135,460</b>	<b>2,823,481</b>	<b>-10.0%</b>
<b>Total Assets</b>		<b>3,211,977</b>	<b>2,897,203</b>	<b>-9.8%</b>
<b>Current liabilities</b>				
Payables	7	45,620	16,659	63.5%
Interest-bearing liabilities		166	110	33.7%
Accrued employee benefits		2,263	3,309	-46.2%

	Notes	2013–14 budget \$'000	2013–14 actual \$'000	Variation %
Other current liabilities	8	1,452	21,033	-1348.6%
<b>Total current liabilities</b>		<b>49,501</b>	<b>41,111</b>	<b>16.9%</b>
<b>Non-current liabilities</b>				
Interest-bearing liabilities		20	89	-345.0%
Other	8	19,340	-	n/a
<b>Total non-current liabilities</b>		<b>19,360</b>	<b>89</b>	<b>99.5%</b>
<b>Total Liabilities</b>		<b>68,861</b>	<b>41,200</b>	<b>40.2%</b>
<b>Net Assets</b>				
		<b>3,143,116</b>	<b>2,856,003</b>	<b>-9.1%</b>
<b>Equity</b>				
Capital/contributed equity		3,411,442	3,500,813	2.6%
Accumulated surplus/ (deficit)		-268,326	-644,810	-140.3%
<b>Total Equity</b>		<b>3,143,116</b>	<b>2,856,003</b>	<b>-9.1%</b>

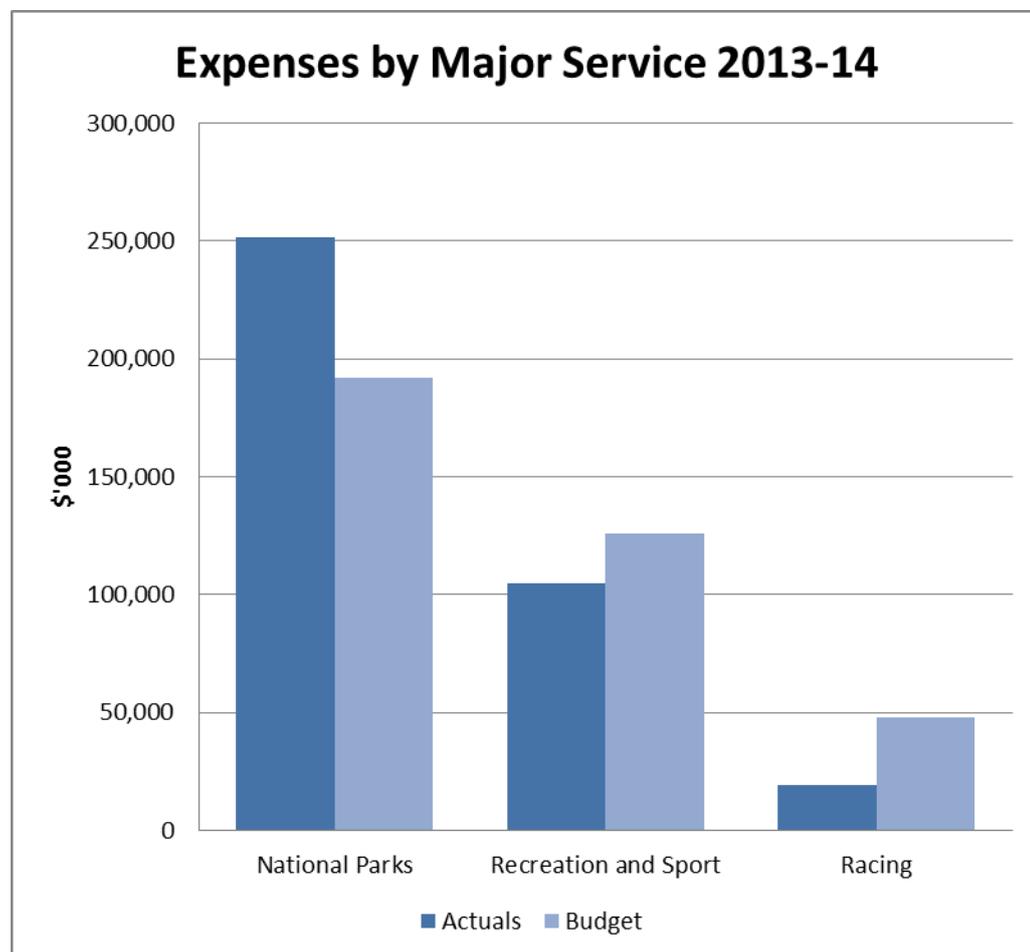
**Notes:**

- 1 Trade debtors are at the lowest level since the department was established. Receivables at 30 June 2014 include a GST receivable of \$2.2 million and outstanding annual leave reimbursements of \$2.0 million.
- 2 The reduction in the inventory holding for the current financial year is due to a change in departmental accounting policy requiring expense on acquisition of inventory.
- 3 Other current assets include a prepayment of \$1.3 million for the department's 2014–15 insurance premiums.
- 4 The zero balance in non-financial assets is due to the department having no assets held for sale at 30 June.
- 5 Property, plant and equipment is lower than estimated due to a net revaluation decrement of \$44.6 million against land and heritage and cultural assets.
- 6 The value of intangibles is lower than forecast due to the department transitioning from owning software and systems to using software as a service in line with the government's strategic ICT policy.
- 7 The decrease in current payables is due to a general reduction in average payable balances as the department strives to meet supplier payment terms, particularly in relation to payments to small business.
- 8 Other current liabilities at 30 June 2014 include \$20.3 million of contributions received in advance for the management of the Curtis Island Environmental

Management Precinct. These were disclosed as non-current liabilities in the SDS estimated balance sheet.

## Services

The cost of providing our services compared to the estimates published in the SDS are set out in the chart below.



The significant variation in National Parks expenditure against budget largely reflects the impact of the asset valuation decreases of cultural and heritage assets of \$48.1 million.

The reduced Recreation and Sport expenditure against budget relates predominantly to deferrals against grants programs due to timing delays.

The reduced Racing expenditure against budget relates to the deferral of the Racing Industry Capital Development Scheme funding to the 2014–15 financial year.

### 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 \$26.5 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.

During 2013–14, the Parklands Gold Coast Trust was dissolved with all remaining assets and liabilities transferred to the department for wind up.

### Chief Finance Officer (CFO) statement

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

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

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

An overview of the CFO Statement was provided by the CFO to the Audit and Risk Committee in conjunction with a review of the final 2013–14 annual financial statements. The Audit and Risk Committee endorsed both documents to the Accountable Officer for signing.

# Our performance

## Objective 1: A capable and streamlined, customer-centric organisation

### Strategies

- 1a** *Implement public sector renewal and red tape reduction initiatives that provide tangible service delivery benefits for the community.*
- 1b** *Engage with our clients to ensure appropriate, customer-centric programs and services.*
- 1c** *Ensure systems are in place to efficiently, effectively and ethically manage departmental resources.*
- 1d** *Build, maintain and support a sustainable, flexible and capable workforce that meets service delivery needs.*

### Measuring our performance

Strategic Plan 2013–17 key performance indicators
Benefits of public sector renewal initiatives realised
Red tape reduction targets met
Government commitments and priorities implemented within required timeframes
Customer satisfaction with service delivery
A safe, healthy, ethical and capable workforce which matches business needs
Employees have performance and development plans aligned with departmental deliverables

Implementation of these outcomes is reported in the strategies relating to this objective.

### Strategy implementation

#### **1a Implement public sector renewal and red tape reduction initiatives that provide tangible service delivery benefits for the community.**

##### ***Public sector renewal***

In 2013–14, the department continued to implement its public sector renewal program to provide better services and value for its customers and the people of Queensland.

The department's reform activities are driven by the principles of the Public Sector Renewal Charter and the five public service values: Customers first, Ideas into action, Unleash potential, Be courageous and Empower people.

In 2013–14, the department developed a renewal action plan that illustrates the renewal agenda for the department. As well as the NPRSR Strategic Plan 2014-18, there are four strategic documents in development that underpin the vision for the department's business areas and workforce:

- A Master Plan for Queensland's Parks and Forests to 2025
- Up, Out and Active: Sport and Recreation Services leading the way to an active Queensland 2014–24
- Government response and supporting Action Plan for the Queensland Racing Commission of Inquiry
- NPRSR Renewal Plan 2014-2018 and Capability Blueprint.

Further information on public sector renewal is contained in the *Public sector initiatives* section of this report.

### **Red tape reduction**

In line with the Queensland Government's target to reduce the regulatory burden by 20 per cent by 2018, the department is committed to achieving a 20 per cent reduction in the regulatory requirements that it imposes on Queensland businesses and the community by 2018.

As at 30 June 2014, the department had reduced 289 of its net target of 895 regulatory obligations, or one-third of the overall reduction target.

The majority of the department's reduction efforts during this period can be attributed to the review of The Collection Procedures by the Racing Animal Welfare and Integrity Board and the passage of the *Nature Conservation and Other Legislation Amendment Act 2013*.

The department will continue to identify further opportunities to streamline processes and to reduce unnecessary regulatory burden on Queensland businesses and the community in 2014–15.

Further information on red tape reduction can be found in the *Our Performance* section of this report.

### **1b Engage with our clients to ensure appropriate, customer-centric programs and services.**

The department recognises that in order for its programs and services to be effective, customers and stakeholders must be provided with opportunities to influence the development of, or improvement to, our programs and services.

#### **Customer satisfaction**

In 2013–14, two customer satisfaction surveys were undertaken to ensure the programs and services continue to meet client expectations and inform improvements:

- **Sport and Recreation Services**  
95 per cent of participants were satisfied with the department's sport and active recreation programs.
- **National parks (surveyed as part of a whole-of-government survey in May 2014)**  
Queenslanders' satisfaction with national parks was 62 per cent—the highest satisfaction rate of the 10 Queensland Government services surveyed. Of those Queenslanders who actually use national parks, 71 per cent were satisfied.

#### **Open data**

As part of the Queensland Government's Open Data Initiative, the department publishes its data in freely available formats that can be easily accessed and re-used by anyone who wishes to use it. In 2013–14, the department released 57 resources to the Open Data website—[www.qld.gov.au/data](http://www.qld.gov.au/data). By proactively releasing data in this manner the department is engendering trust within the community by providing them with improved access to departmental information.

A number of annual reporting requirements will be addressed through publication to the Open Data website. These include: Consultancies; Overseas travel; Queensland Cultural Diversity Policy.

#### **Client engagement**

In addition, a number of client engagement initiatives were also undertaken by the department's service areas including:

- **Queensland Parks and Wildlife Service (QPWS):**

##### *Recreation industry forums*

These forums provide an avenue to consult with the outdoor recreation sector on a range of issues such as major works in national parks, permitting requirements for national parks, competitive events, volunteer programs and strategy development. The forums encouraged open dialogue between the department and the outdoor recreation sector and allowed the sector to provide feedback on departmental projects.

##### *Consultation with industry groups*

The department supported the Queensland Outdoor Recreation Federation (QORF) at mountain bike forums in the Brisbane area and used these forums to disseminate information about statewide development of the activity, local track initiatives, collaborative agreements between the department and cycling clubs, and competitive events.

The department also consulted with the QORF and the horse riding sector during development of its horse riding policy framework to ensure the policy is relevant to sector needs and that the sector is aware of departmental deliverables and capabilities.

#### *Community engagement*

- Facebook and digital media—QPWS embarked on the delivery of an innovative digital marketing strategy, focussing on the roll out of contemporary digital media in line with customer needs. Engagement and customer satisfaction levels with the QPWS Facebook page have been very high and significantly above industry average. QPWS also launched a number of other customer marketing initiatives, including the Parks Discovery online micro-site, designed to inspire visitors to connect with parks; a series of new publications focussed on inspirational visuals and experiences; and event materials designed to ensure a strong presence of QPWS at key customer events, such as the Caravan and Camping Show.
  - Friends of Parks program—Through the Friends of Parks program QPWS engages with customers for on-park volunteering and voluntourism activities such as campground hosting, community-led projects funded by a one-off small grants program and collaborative projects between QPWS and external Friends of Parks co-ordinators. These activities are an opportunity for QPWS to encourage community participation in park management, celebrate achievements and shared stewardship, and receive direct feedback from our customers.
  - Consultation on Gateway visitor centres master plans—QPWS undertook a detailed consultation process in the development of master plans for Walkabout Creek, Mon Repos and David Fleay Wildlife Park. Reference groups comprised of key stakeholders were established for each site with regional councils, the tourism sector, industry, educators and other key stakeholders to contribute to the development of a draft master plan for consultation. The input of key stakeholders, user groups and the community was vital to the successful delivery of the final concept master plans for these centres.
- **Sport and Recreation Services (SRS):**

#### *Building Active Communities Workshops (BACW)*

These workshops focus on key local issues in the sport and recreation industry. The workshops aim to increase the skills and knowledge of coaches, officials, administrators and volunteers in the local community. In 2013–14, the department delivered 170 BACWs across Queensland to 3175 community sport volunteers.

#### *Get Active Queensland Accreditation Program (GAQAP)*

This program provides nationally-accredited training in coaching, officiating and sports first aid to providers of sport and recreation within the school environment including teachers, tertiary and senior secondary school students, and other school sport volunteers such as parents. In 2013–14, the department delivered 23 GAQAP events, comprising 155 individual accreditation courses, to 2244 participants.

#### *Grant program workshops*

Tailored grant program workshops were delivered across Queensland at the release of each funding program round. These workshops provided valuable support to clubs in the development of applications for grants, as well as providing an opportunity for the department to engage directly with clients and gain constructive feedback on what works and what doesn't.

#### *State level organisations information sessions*

The department continued to deliver information sessions for state level organisations addressing issues such as changes in legislation, emerging trends and client feedback. In 2013–14 topics included: Changes to the Australian Sports Anti-Doping Authority (ASADA) legislation and procedures and update on Integrity in Sport; Risk vs Reward—trying to make sense of the need for youth athletes to take some risk; Sport Development Models and Talent Identification; Member Protection Information Officer training.

#### *Engagement through technology*

The department continues to identify opportunities for using technology to deliver innovative methods of information delivery.

The Queensland Academy of Sport (QAS) developed an online induction and training system which is accessible to all QAS athletes. The athletes are given a user ID and password and complete modules on topics such as integrity, use of social media, anti-doping, code of conduct.

The Daily Physical Activity mobile app is a 'how to' manual for early childhood professionals, primary and secondary teachers. The aim of this resource is to get school children active, and to instil in them a positive attitude towards an active lifestyle.

This app will not only continue to help teachers to incorporate physical activity into their daily teaching programs, it is a now a quick and easy avenue for the general public to incorporate physical activity into their everyday lives.

- **Racing:**

The Office of Racing continues to undertake research, data-gathering and engagement with a wide variety of stakeholders to ensure policy advice is based on robust analysis and supports good decision making as well as working with other agencies and stakeholders, to develop smart, coherent solutions and well-informed integrated policy advice.

The Office of Racing monitors satisfaction and performance through regular consultations with Racing Queensland who provide feedback on the Racing Science Centre's performance against a range of service requirements specified under a service-level agreement. Performance information is exchanged in discussions between senior officers, structured service development meetings, requests for information and advice from racing stewards to veterinary officers and the provision of performance reports and statistics relating to samples received for testing.

## **1c Ensure systems are in place to efficiently, effectively and ethically manage departmental resources.**

The department has a number of systems in place to ensure departmental resources are managed efficiently, effectively and ethically including:

### ***Risk management framework***

The risk management framework ensures that those risks which may affect the department achieving its objectives and strategies are appropriately managed. Key elements of the framework include:

- Risk management policy and procedure.
- Strategic risk register.
- Operational risk register.
- Fraud and corruption awareness.

Further information is contained in the *Governance* section of this report.

### ***Financial management systems***

The department has a robust financial management system (SAP) and management reporting system (Financial Reporter) in place. In addition, all financial policies are outlined in the department's Financial Management Practice Manual.

A financial delegations structure is in place and is regularly reviewed to ensure it is efficient, effective and manages key risks. The delegations are clearly communicated and well understood throughout the department. Expenditure monitoring takes place monthly and a risk-based approach is taken with respect to audit and more detailed review of key areas of expenditure. The department's Finance Committee and Audit and Risk Committee meet regularly to monitor the governance and performance of its finances. In 2013–14, a risk-based financial education and training program was also implemented.

### ***Public sector ethics training***

The department continued to implement its Integrity Framework during the reporting period. The purpose of the framework is to ingrain a culture of integrity within the department. Key initiatives included the provision of education and training in public sector ethics, the Code of Conduct, and professional obligations and ethical conduct.

Further information on public sector ethics is contained in the *Public sector initiatives* section of this report.

### ***Government election commitment monitoring***

The department monitors the progress of its government election commitments quarterly and reports to the Department of the Premier and Cabinet on a six-monthly basis.

Since June 2012, the department has fully delivered 15 of its allocated 25 government election commitments, including five commitments delivered in 2013–14. The remaining 10 commitments are in progress.

## **1d Build, maintain and support a sustainable, flexible and capable workforce that meets service delivery needs.**

In 2013–14, the department implemented a number of initiatives to ensure it maintained and supported a sustainable, flexible and capable workforce able to meet its service delivery needs including:

### ***Strategic workforce plans***

The department implemented a departmental strategic workforce plan and business area-specific plans for service areas. These plans set the capabilities we need in our staff to deliver on our long-term strategies and also aim to provide the road map for developing our required future workforce.

Further information on workforce management is contained in the *Our People* section of this report.

### ***Training and development***

The department is committed to developing the capability of its employees and recognises that training and development is critical in:

- delivering government priorities, objectives, and outcomes
- developing high-performing teams
- the attraction and retention of employees
- employees realising their career objectives.

Training and development within the department is focussed on building and sustaining the capabilities needed to deliver frontline services. These capabilities are outlined as part of the department's Capability Model and include technical, leadership, business and professional capability.

In February 2014, a pilot enhanced training initiative was introduced to offer training opportunities for staff across the state in the areas of: procurement; finance essentials; human resource essentials; dealing with change and the ethical compass; project management and customer relations.

### ***Ranger Development Framework***

The Ranger Development Framework is a three-phase work program to identify clear career pathways for the QPWS ranger workforce. It includes the development of career pathways and capabilities; an investigation into training and development needs of the ranger workforce; and the whole of government award modernisation process.

During the reporting period, the department:

- Completed phase one of the Ranger Development Framework—Career Pathways and Capabilities by developing contemporary work level descriptions and capability guides for each classification level of the ranger workforce.
- Undertook realistic job previews.
- Revised role description documents for rangers.
- Initiated a review of employee placement and ranger exchange scheme potential both within the agency and also externally with other state and territory national parks services.
- Investigated partnership arrangements with tertiary institutions to influence curriculum for relevant tertiary and technical level competencies for the QPWS workforce.

### ***workingsafe workingwell strategy***

Implementation of the *workingsafe workingwell* (WSWW) strategy aims to support the department's strategic, business management and workforce management outcomes. The strategy incorporates a large number of components including a policy and procedure, systems, programs, services and activities.

In 2013–14, the following initiatives were implemented to build, support and maintain workforce capability:

- Workplace Health and Safety Risk Management Workshops for Management and Supervisors
- Trained Safety Advisor Workshop
- Chemwatch upgrade for managing hazardous chemicals in the workplace
- WSWW Induction review (Ask Module)

- WSWW Emergency Evacuation Training (Ask Module).

### **Queensland Academy of Sport (QAS)**

The QAS employs coaches to implement elite training programs for the Academy's athletes. To ensure quality coaching services continue to be delivered to Queensland's leading athletes, QAS coaches are required to follow the accreditation requirements relating to their sport. For example, some sports, such as cricket, require coaches to keep a log book demonstrating the number of hours coaching experience they have with a certain level of athlete.

In addition, professional development opportunities are also afforded to QAS coaches through overseas travel with national teams, providing them with the chance to extend their skills and experience by coaching national-level athletes.

Further information on workforce initiatives is contained in the *Our People* section of this report.

### **Office of Racing Best Practice Procedures Manual**

A Best Practice Procedures Manual has been developed to assist the Office of Racing to codify its procedures and compare these procedures with other organisations who also have extensive compliance and investigation functions.

The Best Practice Procedures Manual has assisted the Office of Racing to ensure that its compliance, audit and investigation activities are undertaken in a consistent and efficient manner.

## Service area: National Parks

### Objective 2: Protected areas are well managed and available to be enjoyed by all Queenslanders

#### Strategies

- 2a** *Manage protected areas for conservation and improved access.*
- 2b** *Facilitate ecotourism, recreation and heritage experiences within the protected area estate.*
- 2c** *Provide protected area services for traditional owners and Indigenous communities through development of appropriate management agreements.*
- 2d** *Provide protected area permissions to deliver greater access and ensure sustainable use for people now and in the future.*

#### Measuring our performance

This objective relates to the National Parks service area as described in the department's 2013–14 Service Delivery Statement (SDS).

This objective is achieved by:

- managing protected areas for conservation and improved access, including fire, pest and weed management
- facilitating ecotourism, recreation and heritage experiences within the protected area estate, including building and maintaining visitor and tourism infrastructure
- providing protected area services for traditional owners and Indigenous communities, including implementing Indigenous joint management plans and agreements
- managing protected area permissions, including administering permits and authorities for tourism, infrastructure and sustainable resource use, and delivering red tape reduction and a streamlined permit system.

Queensland's protected area estate covers more than 12 million hectares and includes more than 1300 areas: protected areas and forest reserves under the *Nature Conservation Act 1992*, State forests and timber reserves under the *Forestry Act 1959*, recreation areas under the *Recreation Areas Management Act 2006*, marine parks under the *Marine Parks Act 2004*, fish habitat areas under the *Fisheries Act 1994*, reserves under the *Land Act 1994* where QPWS has been appointed trustee, and freehold land held for the State by QPWS. In addition, QPWS manages Queensland's five World Heritage Areas in partnership with the Australian Government.

National parks are the cornerstone of Queensland's protected area estate and are an important part of our natural environment and cultural heritage. Through proper management, QPWS aims to ensure that the parks are protected, accessible and valued by all Queenslanders.

National parks and forests play an important part in building stronger communities by providing recreational activities and helping to build the economy through sustainable ecotourism ventures.

By managing important marine protected areas, such as declared fish habitat areas, QPWS aims to ensure sustainable recreational, commercial and Indigenous fishing.

Strategic Plan 2013–17 key performance indicators	Departmental performance measures
Delivery of infrastructure projects on Queensland Parks and Wildlife Service managed estate	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 activity index
Implementation of Queensland Parks and Wildlife Service fire management system to protect life,	Percentage of the Protection and Wildfire Mitigation Zones prescribed burning target achieved on QPWS managed estate to protect

property and biodiversity	life and property Percentage of the QPWS managed estate prescribed burning target achieved to protect life, property and biodiversity
Improved access to Queensland's protected areas by the community and tourism sector	Implementation of this outcome is reported in the strategies relating to this objective

The measures in the following table are used to gauge performance in some aspects of our business and are monitored quarterly. The table shows the results from 1 July 2013 to 30 June 2014.

Performance measures as published in the 2013–14 SDS		2013–14 Target / estimate	2013–14 Estimated actual	2013–14 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 activity index		80–100	85	95
Percentage of the Protection and Wildfire Mitigation Zones prescribed burning target achieved on QPWS managed estate to protect life and property		90%	90%	90%
Percentage of the QPWS managed estate prescribed burning target achieved to protect life, property and biodiversity	1	80%	80%	94%
<b>Variance reporting</b>				
1. Favourable weather conditions, particularly from April to June 2014, enabled the prescribed burning target to be exceeded.				

## Strategy implementation

### 2a Manage protected areas for conservation and improved access.

#### *Fire management*

The department is responsible for an integrated approach to managing fire on its parks and forests estate and works closely with the Queensland Fire and Emergency Services, other land management agencies and neighbours to achieve this objective.

The highest priority is placed on protecting human life, followed by property, biodiversity and environmental values. The department's fire programs and activities are carried out by its well-trained and equipped staff.

A fire management system provides the framework for effective and efficient wildfire response, and planned burning to maintain biodiversity and mitigate risk to visitors and neighbouring communities through reduced fuel loads.

The department released 13 bioregional planned burn guidelines in late 2013. These provide a comprehensive guide for park staff to help deliver improved planned burn outcomes. These guidelines are also available to other land managers across the state.

During the reporting period, the department carried out 338 planned burns and responded to 332 wildfires.

#### *Strategic Pest Management Program*

The Strategic Pest Management Program aims to identify and prioritise threats caused by pest plants and animals

on Queensland's parks and forests. Annual funding is allocated for enhanced strategic pest management tasks based on identified priorities.

Highlights from pest management projects undertaken in 2013–14 include:

- substantial progress toward the eradication of goats from St Bees Island
- more than 30,000 feral pigs destroyed across the state on protected areas
- participation in wild dog baiting syndicates across western Queensland.

QPWS participates in pest management programs through cooperative projects with neighbouring landholders, other agencies and local governments in accordance with the QPWS Good Neighbour Policy.

In 2013–14, approximately \$4.5 million was invested in frontline activities to manage pests on lands managed by QPWS, including an allocation of \$2.0 million for 76 Strategic Pest Management Program projects. The department completed 100 per cent of its 2013–14 Strategic Pest Management Program projects.

These projects included:

- predator control to protect endangered greater bilby populations on Astrebla Downs National Park
- protection of endangered bridled nailtail wallaby populations in Taunton and Idalia National Parks
- fox control to protect marine turtle nests and hatchlings in the Bundaberg area
- control of wild dogs in the Northern Mulga and Darling Downs districts
- control of Class 1 declared weed pests such as for Miconia from key parts of the estate
- a number of feral pig control programs across Queensland.

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

The department continues its important role in managing the Great Barrier Reef World Heritage Area with primary responsibility for delivering on-water and in-field management activities.

Crown-of-thorns starfish represent one of the most serious threats to the reef. The department plays an integral role in a cooperative control program with the reef's tourism industry. In 2013–14, through the Great Barrier Reef's Field Management Program, the department conducted one of the most detailed and broad-scale coral health surveys in the reef's history. In 2013–14, the program's focus included inshore and mid-shelf reefs north of Port Douglas to Lizard Island.

The information collected will determine the severity and extent of the current outbreak and will inform the deployment of control teams. The data is also being used by research institutions, such as the Australian Institute of Marine Science and James Cook University, to better understand the species population dynamics and predict future crown-of-thorns starfish outbreaks.

In addition, the partnership with the Association of Marine Park Tourism Operators (AMPTO) continues to provide for a significant management response, with AMPTO reporting in May 2014 that a total of 256,556 crown-of-thorns starfish have been culled since the program began in 2012. The department's ongoing survey effort is invaluable in ensuring the efficient deployment of the AMPTO control teams, particularly in relation to the protection of high value tourism sites.

### ***Marine stranding response to Orcas in Hervey Bay***

The department plays a key role in responding to stranded marine wildlife within state marine parks and the Great Barrier Reef Marine Park. In July 2013, QPWS rangers, with the assistance of local Boating and Fisheries Patrol officers, successfully rescued five stranded killer whales (orcas) from sand banks in the Great Sandy Strait section of the Great Sandy Marine Park.

The rescue and recovery operation was managed by QPWS in conjunction with, Queensland Boating and Fisheries Patrol, Department of Environment and Heritage Protection, Queensland Water Police, Queensland Museum, Volunteer Marine Rescue Hervey Bay, Sea World, Air Fraser Island, local whale watching tourism operators, and experts Dr Ingrid Visser from the Orca Research Trust, Mr Dave Donnelly from the Australian Orca Database, and their associated teams.

### ***Fraser Island dingo management***

The department is committed to ensuring the preservation of a sustainable dingo population on Fraser Island, and is responsible for the day-to-day management of Fraser Island's dingo population under the guidance of the Fraser Island Dingo Conservation and Risk Management Strategy. Development of this strategy was led by the

Department of Environment and Heritage Protection and jointly released in July 2013. In May 2014, NPRSR finalised an implementation plan which aligns with this strategy and provides the basis for how the strategy will be delivered.

Fraser Island's visitor safety education program is an important element to managing dingos. This year has seen the development of new dingo signage along island tracks and at barge departure points for key visitor nodes. Key messages inform visitors about how to keep safe around dingoes and help to improve visitor understanding of dingo ecology and behaviour.

To reduce negative human–dingo interactions, fencing is encouraged and promoted for residential areas, commercial accommodation and private campgrounds. In 2013–14, the department constructed a dingo-deterrent fence at Cathedral Beach at a cost of \$0.4 million.

QPWS rangers respond to all reported dingo interactions on Fraser Island. They conduct regular patrols and safety discussions with campers, day tourists, resort management and staff to increase education and awareness of how to keep safe around dingoes.

### ***Capital works in protected areas***

The department's protected area estate includes almost 12 million hectares of parks and forests and 72,000 square kilometres of marine parks. Queensland Parks and Wildlife Service (QPWS) has a responsibility to manage approximately \$1.0 billion in assets on the protected area and in forest estates, including more than 2000 kilometres of walking tracks, 30,000 kilometres of roads, 470 camping areas, more than 200 day use areas, administrative buildings—including visitor centres, park offices and employee housing—and work bases.

In 2013–14, the department invested \$22.4 million in 215 building, infrastructure and marine vessel construction projects to improve access and management capacity in parks and forests. Of these, 158 capital works projects were completed and a further 57 projects were progressed.

Works in the reporting period included the replacement and upgrading of walking tracks, viewing platforms, day use and camping areas, roads, amenities facilities and management infrastructure across the protected area estate. Infrastructure provided under the Capital Works program is making parks and forests more accessible for ecotourism and recreation.

Significant visitor infrastructure projects completed in 2013–14 included the provision of mountain bike tracks in Smithfield Regional Park, upgrading the Ngungun summit track in Glass House Mountains National Park, replacement of a causeway at Upper Stoney Creek in Byfield National Park and the upgrading of the access road at Kingfisher Bay Exit Hill on Fraser Island, Great Sandy National Park.

A major upgrade of the amenities at Middle Rocks on Fraser Island and upgrading the campground at Bladensburg National Park were also completed.

### ***Reef Ranger***

The department maintains a vessel fleet to protect and manage marine waters and islands along Queensland's coastline. In June 2014, the department commissioned a new 24-metre long range patrol catamaran named Reef Ranger. The vessel was jointly funded by the Queensland and Australian governments for \$5 million, and was a boost to Queensland's boating industry with the contract awarded to a local company based on the Gold Coast.

The Reef Ranger will be a great improvement on its predecessor, with an ability to travel at twice the speed, operate more efficiently and with great flexibility. Reef Ranger is able to accommodate up to 16 rangers overnight and can be at sea for up to 12 weeks at a time, reducing travel and downtime. In addition, Reef Ranger can carry a number of ancillary vessels, enabling multi-tasking capacity.

The primary functions of Reef Ranger will be undertaking compliance activities, responding to marine incidents including pollution and severe weather events, protecting the breeding and nesting sites of threatened species and maintaining the reef's important and most popular natural tourism destinations.

### ***Disaster recovery***

In addition to the departmental Disaster Management Plan, the department also maintains regional emergency and disaster plans, all of which mirror the principles of disaster management in Queensland, that include the principles of taking a comprehensive 'all hazards', all agencies approach that contributes to local disaster management capability and supports a prepared, resilient community. 'All hazards' is defined as any source of potential harm, or a situation with a potential to cause loss and recognises that the functions and activities of disaster management are not unique to any one disaster or hazard. The department also contributes to the whole-of-government response, as required, through senior representation at the state's disaster management centre.

During the reporting period, the department managed the impacts of tropical cyclones Dylan and Ita. In April 2014,

Tropical Cyclone Ita developed into a severe system that triggered the closure of 223 national parks and other protected areas. The department responded rapidly to this event implementing well established emergency response procedures to evacuate or notify visitors, campers and commercial tour operators and progressively report on response activities.

During the six days leading up to the Easter holiday period in April 2014, QPWS staff worked relentlessly to re-open 165 parks and forests ensuring that all high visitation areas were accessible for visitors and commercial tour operators for this peak holiday period. Additionally Smithfield Conservation Park was also repaired one week before the Mountain Bike World Championship event. These efforts highlight the department's commitment to keeping parks open especially during school holidays and supporting tourism operators in regional Queensland who help contribute to Queensland's economy.

### ***Protected area management planning***

Protected areas require a strong planning framework to ensure significant cultural and natural values are protected in accordance with the management intent, community aspirations and proposed use of the area.

Management plans are statutory documents that provide a clear management direction and priority actions for national parks and other protected areas. These plans involve a lengthy, resource-intensive development process and are scheduled for review every 10 years.

Management statements provide an alternative, more agile tool that guides a timely and practical approach to protected area operations with a focus on protecting and conserving key values.

National Park (Cape York Peninsula Aboriginal Land) and national parks within the North Stradbroke Island Joint Management Area are managed based on Indigenous management agreements.

In 2013–14, the department conducted a significant program which resulted in 100 per cent of Queensland's national parks now having a management instrument. With the exception of Indigenous management agreements all of these park planning instruments were made publicly available on the department's website in December 2013.

A forward works schedule has been adopted to produce planning instruments for all regional parks by June 2015.

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

In 2013–14, the *Nature Conservation and Other Legislation Amendment Act (No.2) 2013* was passed delivering a more streamlined, consistent and effective framework for managing Queensland's parks and forests. These reforms contributed to the Queensland Government's commitment to improve access to national parks and other public lands and streamline legislative and regulatory processes.

The amendments to the *Nature Conservation Act 1992* (NCA) and other related legislation have:

- broadened the object of the NCA to better provide for recreation and ecotourism opportunities in protected areas while still recognising the primary object of the conservation of nature
- halved the number of tenure classes under the NCA from 14 to seven in order to remove legislative complexity and make it easier to understand the different tenure classes and how they are managed
- introduced new management principles for the national park and regional park tenures, resulting in a better balance between nature conservation and access for recreational and commercial purposes
- simplified the process for preparing, amending and reviewing management plans for protected areas, recreation areas and marine parks; and recognised management statements as the minimum planning document required for protected areas
- reduced the state's exposure to liability for incidents occurring on Queensland's parks and forests, while continuing to recognise the responsibilities of the state in managing these areas.

These amendments will result in more effective management of protected areas with a focus on the protection and appreciation of the values these areas contain.

### ***Friends of Parks***

In 2013–14, the \$1.5 million Friends of Parks program was progressively rolled out across the state to expand the role of volunteering in our national parks and open up our parks to a range of new uses and experiences for visitors.

Stage 1 of the program provided grants of up to \$25,000 to 31 community-based organisations to undertake a range of activities across Queensland, including beach clean-ups, weed removal, revegetation programs and mountain bike trail maintenance.

Almost \$0.9 million was provided to four successful contractors—Conservation Volunteers Australia, Australia Nature Tours, ECOllaboration and Wild Mob—as part of Stage 2 of the program. Each organisation is experienced in the delivery of field-based volunteer programs. Together these organisations will deliver 70,000 volunteer hours across 50 national parks and state forests to further support and enhance their management in line with regional priorities.

### ***Complete pilots of the campground hosts program for national parks***

Voluntourism, combining a holiday with voluntary work, is a global tourism trend that has been embraced through campground host pilots in Queensland's national parks.

A campground host program was trialled at the Noah Beach camping area and Daintree National Park in September 2013. A second pilot program was conducted at Fraser Island, Great Sandy National Park during Easter 2014. A third pilot was conducted at Eliot Falls, in the Heathlands Resource Reserve adjoining the Jardine River National Park, in June. These regional initiatives were based on the existing, highly successful program at Capricornia Cays National Park. Feedback from campground hosts was very positive.

Learnings from the pilot programs have guided an expanded campground host program under the Friends of Parks initiative and opportunities have been made available in 14 locations, from Carnarvon Gorge to the Atherton Tablelands. This initiative aligns with the Queensland Government's aspirations to grow ecotourism, enhance volunteering in national parks, and manage parks for conservation and improved visitor access.

## **2b Facilitate ecotourism, recreation and heritage experiences within the protected area estate.**

### ***Ecotourism on protected areas***

The Queensland Ecotourism Plan 2013–2020 (QEP) was released at the 2013 DestinationQ conference. The QEP vision is that Queensland is Australia's number one ecotourism destination and recognised as a world leader in ecotourism, delivering best practice nature-based experiences that contribute to the conservation of our natural resources and cultural heritage. Significant progress has been made on a number of actions, which are being delivered in collaboration with a range of government and industry partners.

The department released an Expression of Interest (EOI) for ecotourism opportunities on and near national parks. To further stimulate ideas for development, the department released a prospectus of potential outback national park tourism opportunities. More than 40 submissions were received for ecotourism facilities on or near national parks. The submissions were for locations throughout Queensland and ranged from small-scale, low-impact projects to larger longer-term developments. Those meeting Stage 1 criteria are being progressed with proponents in 2014–15.

Site-specific EOIs were also called for the Mamu Rainforest Canopy Walkway in Wooroonooran National Park, the Green Mountains campground at Lamington National Park and the Obi Obi Gorge zip line at Kondalilla National Park where the Department of Tourism, Major Events, Small Business and the Commonwealth Games is managing the process. The first ever ecotourism lease under the *Nature Conservation Act 1992* was subsequently issued for the Mamu Rainforest Canopy Walkway, (rebranded as the Mamu Tropical Skywalk by the operators) which is now managed through a commercial partnership with a best practice operator.

Following the release of the Queensland Eco and Sustainable Tourism policy (QuEST), the department commenced implementation of the policy on Fraser Island. The aim is to provide longer tenure and improved business certainty to operators, provide for new and expanded tourism opportunities and sustainable site management.

The department is working in partnership with industry and across government to achieve best practice ecotourism standards with a view to achieve the QEP vision. To contribute to this objective the department released the Best Practice Ecotourism Development Guidelines and promoted best practice through industry forums and partnerships.

### ***Gateway visitor centres***

As part of the Queensland Government's commitment to improve access to national parks for sustainable outdoor recreation and ecotourism, and support the growth of Queensland's local communities through tourism, three master planning projects were developed. These projects have identified a long-term vision and the rejuvenation of major national park visitor centres for:

- Walkabout Creek in Brisbane
- Mon Repos Regional Park in Bundaberg

- David Fleay Wildlife Park on the Gold Coast.

Master plans were developed based on expert advice and community consultation which included more than 870 people who attended workshops or completed online surveys. The master plans will inform investment decisions for new development, identify ecotourism and partnership opportunities, and work with communities to ensure these centres become a destination of choice for visitors to connect with nature, engage in the outdoors and a gateway to Queensland's national parks.

Master plans aim to deliver, in a staged approach and subject to available funding, world-class educational and interpretive experiences based on Queensland's natural and cultural assets.

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

The department, in consultation with internal and external stakeholders, developed a horse riding policy framework to guide the selection and subsequent management of horse riding trails within national parks.

Amendments to the Nature Conservation (Protected Areas Management) Regulation 2006 took effect on 21 November 2013, to allow horse riding in a national park when permitted by a regulatory notice. This will greatly increase horse riding access to Queensland's protected areas.

The framework will ensure a consistent approach is applied throughout the state when identifying horse trails and infrastructure requirements, as well as providing management objectives and strategies to deal with issues such as environmental protection, visitor conflict on multi-use trails and minimising visitor risks.

A scientific monitoring program conducted by the Department of Science, Information Technology, Innovation and the Arts will monitor the environmental and social impacts of horse riding within national parks.

This approach confirms that access to Queensland's national parks can be improved to promote safe and enjoyable experiences for all park visitors while ensuring that strategies are in place to protect the natural and cultural values of these special places.

The department has worked closely with the Queensland Outdoor Recreation Federation to encourage communication with the outdoor recreation sector. Recreation Industry Forums have been held in Brisbane and Cairns to facilitate this and were extremely well attended by local outdoor recreation enthusiasts.

The department has improved opportunities for mountain bike riding through opening several new trails and supporting high-profile mountain bike events.

In August 2013, 14km of trails on South Molle Island were opened to mountain biking, offering outstanding views across Whitsunday's famous islands and fringing reefs.

The project has created a point of difference for the area with subsequent benefits for the island's existing tourism operators including nearby resorts and camping transfer companies.

### ***Mountain bike events***

In 2013–14, two high-profile mountain biking events were held in North Queensland.

The fourth round of Cycling Australia's Cross Country Marathon was held at the Atherton Forest Mountain Bike Park on 25 April 2014 and the UCI Mountain Bike World Cup was held at the Smithfield Regional Park on 26–27 April 2014.

Both events showcased iconic natural experiences in protected areas and were the result of successful collaborations between departmental staff, local councils, cycle clubs and professional track builders. The events attracted thousands of people providing a huge boost to the regional economy.

### ***Union Cycliste Internationale (UCI) Mountain Bike World Cup***

In April 2014, more than 300 of the world's best mountain-bike riders and more than 6000 paying spectators converged on Smithfield Regional Park in Cairns for the second round of the UCI Mountain Bike World Cup. The use of Smithfield Regional Park for this world-class sporting event is an excellent example of how sustainable ecotourism opportunities can be provided in parks and forests while maintaining them for nature conservation.

This event supports the Queensland Government's priority to increase the accessibility of Queensland's national parks for recreational and event use and was also aligned with the tourism industries' destination positioning of 'Cairns—Adventurous by Nature'.

The Cairns region now has a reputation as one of the most challenging and spectacular places in the world for mountain biking as a result of this event being broadcast internationally. These expanding mountain biking opportunities in the region will provide a platform for Queensland's adventure tourism businesses and establish North Queensland as a 'must do' mountain biking destination.

The Queensland Government developed strong partnerships with a range of key stakeholders to enable the State's contribution to the delivery of this event. These included Cairns Regional Council; James Cook University; Tourism Events Queensland; Tourism Tropical North Queensland; the Cairns Mountain Bike Club; and Tableland Outdoor Recreation Association.

## **2c Provide protected area services for traditional owners and Indigenous communities through development of appropriate management agreements.**

### ***Indigenous involvement in protected area management***

The department respects that traditional owners have custodial responsibility to care for country and value their input through cooperative management partnerships. During the 2013–14 reporting period, the department has finalised five new Indigenous Land Use Agreements (ILUAs) over QPWS managed protected areas with the MaMu, Gudjala, Warrungnu, Ewamian and Juru peoples. During the reporting period the department has also worked progressively on the development of a further nine ILUAs, which, when finalised will provide a framework for future cooperative management arrangements with the recognised traditional owners of these areas.

QPWS facilitated cooperative working arrangements with relevant traditional owners in relation to ecotourism development initiatives including the Mon Repos Master Plan, Obi Obi Gorge Zip Line, East Trinity Master Plan and the Mamu Tropical Skywalk.

The department has developed five memoranda of understanding (MOUs) for the cooperative management of fish habitat areas (FHAs) in partnership with Indigenous groups. These MOUs, once signed will result in active participation of traditional owners in the rehabilitation of FHAs and ongoing protective works.

A number of traditional owners groups are initiating more specific agreements with QPWS regarding cooperative management arrangements for protected areas including greater access, sustainable visitor use and conservation.

QPWS continued to support the implementation of the Cape York Peninsula Tenure Resolution Program and has facilitated the return of ownership and management responsibility to traditional owners, including the conversion of seven national parks to National Park (Cape York Peninsula Aboriginal Land), with Aboriginal freehold as the underlying tenure.

QPWS and the Quandamooka People have continued implementing joint management arrangements for the Naree Budjong Djara National Park on North Stradbroke Island and associated protected areas.

## **2d Provide protected area permissions to deliver greater access and ensure sustainable use for people now and in the future.**

### ***Permit streamlining and red tape reduction***

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 delivering a streamlined permit system for Queensland's parks and forests in order to increase access, reduce red tape and achieve administrative efficiencies for industry, community and government.

In 2013–14, the department implemented a range of legislative, regulatory and administrative reforms to streamline permit processes and reduce the regulatory burden. These included:

- allowing for the renewal, where appropriate, of commercial activity permits on protected areas and state forests, rather than requiring a new application to be made every three years. This will remove unnecessary administrative burden for the permit holder and government
- removing the daily fee requirements for commercial tourism operators when taking approved education groups into protected areas and state forests. This will save commercial tour operators between \$1.74 and \$3.15 per person based on current prescribed daily fees
- deregulating small-scale commercial filming and photography activities that involve 10 people or less with no structures on protected areas and state forests. Where the permit requirement is removed, this will save operators between \$153–\$305 in application fees and \$75–\$153 in daily permit fees. It will and also save QPWS approximately one hour per application in processing time
- updating operational policies to clarify that visitors to QPWS managed areas with a certified assistance dog under the *Guide, Hearing and Assistance Dogs Act 2009* do not require any prior approval or permit
- reviewing operational policies to clarify the definition of 'commercial activity' to improve guidance for permit requirements and assessments

- changes for whale watching operators in Great Sandy and Moreton Bay Marine Parks to streamline administration of commercial whale watching operations. Operators now have a single annual fixed-base payment of \$5000 (from 1 July 2013), are required to be eco-certified and now have access to more areas within the marine parks.

The department will continue to identify opportunities to streamline the permit system for QPWS managed areas in 2014–15.

### ***Review online camping and permit booking system for national parks***

A review of the online camping and permit booking system for Queensland's national parks was completed and potential providers of a more contemporary booking service were identified. Investigations into future options for park booking services commenced during the reporting period.

### ***Hardship grazing on protected areas***

In 2013–14, the department provided crucial support to graziers in drought-declared areas and provided common-sense solutions to animal welfare and economic hardship issues in north and western Queensland.

Amendments to the *Nature Conservation Act 1992* were passed in May 2013 providing for emergency grazing permits on five national parks—Blackbraes, Forest Den, Mazeppa, Moorrinya and Nairana national parks and one national park (recovery)—Nairana National Park (Recovery). These permits expired on 31 December 2013. Additional measures were undertaken to provide hardship grazing support on several National Reserve System properties and Blackbraes Regional Park.

These permissions provided critical feed to approximately 15,000 drought-affected cattle, affording 27 grazier families with an estimated agistment value of \$1.6 million. In some locations, grazing had a secondary benefit of reducing Buffel grass, a foreign species which is undesirable on protected areas. A further \$0.5 million of fencing work and rigorous monitoring ensured the protection of environmental values during this hardship initiative.

## **Outlook 2014–15**

In 2014–15, the focus for QPWS will include the following priorities.

- Continue legislative and regulatory reforms to deliver:
  - improved conservation and better access for tourists and all Queenslanders
  - efficient and effective protected area management frameworks
  - red tape reduction and a streamlined permit system for sustainable use of the estate.
- Release A Master Plan for Queensland's parks and forests to 2025 to guide the next decade of park and forest management in Queensland and progress strategic and management planning documents to ensure protected areas are managed in accordance with the management intent of the area.
- Continue to implement the Friends of Parks initiatives to enhance volunteering and voluntourism in parks and forests.
- Deliver prescribed burning on the QPWS managed estate including focused effort on Protection and Wildfire Mitigation Zones.
- Deliver programs and projects to manage pests and protect biodiversity on protected areas.
- Deliver visitor and tourism facility and park management infrastructure projects on QPWS managed estate.
- Commence implementation of the Gateway Visitor Centre Master Plans for Walkabout Creek, David Fleay Wildlife Park and Mon Repos Turtle Centre.
- Continue to facilitate ecotourism, recreation and heritage experiences in parks and forests.
- Deliver disaster and incident response and recovery plans and projects.
- Implement Indigenous joint management plans and agreements.
- Progress performance monitoring and management frameworks for parks and forest management, including Management Effectiveness Evaluation frameworks.

## Service area: Recreation and Sport

### Objective 3: Increased participation of Queenslanders in sport and active recreation

This objective guides the implementation of the department's Recreation and Sport service area.

#### Strategies

- 3a** *Increase participation in sport and active recreation through improving the capacity and capability of the not-for-profit industry.*
- 3b** *Provide improved access to sport and active recreation participation opportunities through grants, programs and initiatives to benefit individuals and sport and active recreation organisations.*
- 3c** *Support high performance and elite sport through coaching and related services.*
- 3d** *Manage and maintain sport and recreation facilities and infrastructure for community use.*

#### Measuring our performance

This objective relates to the Recreation and sport service area as described in the department's 2013–14 Service Delivery Statement (SDS).

This objective is achieved by:

- collaboratively developing policies and programs designed to increase sport and recreation participation
- providing funding and services to children and young people, and sport and recreation organisations
- providing adventure and structured sport and active recreation programs through Active Recreation Centres
- assisting elite athletes and coaches to pursue excellence through the Queensland Academy of Sport within their chosen sport
- increasing capacity within the not-for-profit sport and recreation industry by supporting organisation development, enhancing service delivery at all levels
- providing improved recreation spaces and infrastructure, and enhancing accessibility to facilities.

The department works with other government agencies, the sport and recreation industry and the community to encourage all Queenslanders to become more active.

Strategic Plan 2013–17 key performance indicators	Departmental performance measures
Queenslanders' participation in sport and active recreation increased	Implementation of this outcome is reported in the strategies relating to this objective.
Greater proportion of young people becoming new members of sport and active recreation clubs	Percentage of young people becoming new members of sport and recreation clubs (as a result of the Get Started program)
Success of Queensland's elite athletes	Percentage of athletes selected for national teams from the Queensland Academy of Sport  Ratio of elite athlete direct coaching and specialist services costs to administration support costs

The measures in the following table are used to gauge performance in some aspects of our business and are monitored quarterly. The table shows the results from 1 July 2013 to 30 June 2014.

Performance measures as published in the 2013–14 SDS		2013–14 Target / estimate	2013–14 Estimated actual	2013–14 Actual
Percentage of athletes selected for national teams from the Queensland Academy of Sport		25%	25%	26%
Ratio of elite athlete direct coaching and specialist services costs to administration support costs	1	19:1	19:1	23:1
Participant satisfaction with the department's sport and active recreation programs		92%	95%	95%
Percentage of young people becoming new members of sport and recreation clubs (as a result of the Get Started program)	2	>7%	27%	27%
<b>Variance reporting</b> <ol style="list-style-type: none"> <li>The increase of elite athlete direct coaching and specialist services costs to administration support costs ratio was due to increased equipment expenditure in the weight training facility and redirection of administration employment costs to programs for Paralympic sports.</li> <li>As the Get Started program operates on a calendar year basis, the 2013–14 performance result relates to the 2013 calendar year. The significant variation between the 2013-14 target and the 2013–14 performance result is due to baseline data not being available when the 2013–14 target was established.</li> </ol>				

## Strategy implementation

### 3a Increase participation in sport and active recreation through improving the capacity and capability of the not-for-profit industry.

#### *Ministerial Advisory Committee on Women and Girls in Sport and Recreation*

In November 2013, the Ministerial Advisory Committee on Women and Girls in Sport and Recreation provided its recommendations in its report *Start Playing, Stay Playing: A plan to increase and enhance sport and active recreation opportunities for women and girls*.

In response to this report, the department is:

- enhancing support towards improving participation
- developing industry-wide principles for female-friendly sport and recreation places and spaces and implementing and encouraging improvements
- supporting and educating women and girls, and the sport and recreation industry through workshops and the development of online tools and resources
- continuing to support events that aim to encourage women's and girls' participation
- working with government and non-government partners to drive improvements to participation.

During the reporting period, the department delivered the following actions to support women's and girls' participation:

- provided \$0.2 million under the Queensland Sport and Recreation Industry Development Program 2014–16, to seven state level organisations for programs and initiatives aimed specifically at improving women's and girls' participation

- launched the Get Out, Get Active program with \$0.2 million available to support local governments to facilitate activities to increase the number of women participating in sport and recreation
- delivered four regional roundtables across Queensland, aimed at influencing positive changes to women's and girls' participation at the community level
- hosted a networking function for leaders of women's and girls' sport and active recreation, to support improvements to industry, community and individual skills, knowledge and practices.

### ***Education and training programs***

The Building Active Communities Workshops focus on key local issues in the sport and recreation industry. The workshops aim to increase the skills and knowledge of coaches, officials, administrators and volunteers in the local community.

In 2013–14, the department delivered 170 Building Active Community Workshops (BACW) across Queensland to 3175 community sport volunteers.

The Get Active Queensland Accreditation Program (GAQAP) provides nationally-accredited training in coaching, officiating and sports first aid to providers of sport and recreation within the school environment including teachers, tertiary and senior secondary school students, and other school sport volunteers such as parents.

With children spending a large percentage of their time in school, it is important that the sport and recreation experiences offered are safe, fun and aligned to community sport and recreation, ensuring easy pathways and transitions between the two environments for both students and teachers.

In 2013–14, the department delivered 23 GAQAP events, comprising 155 individual accreditation courses, to 2244 participants.

The department's annual client survey showed that, of the respondents who had attended either a BACW or a GAQAP in the preceding 12-month period, an overwhelming 93 per cent confirmed they had used the knowledge or skills acquired via the training in their local sport and recreation roles.

### ***Industry development***

The department supports state level sport and recreation organisations under the three-year Queensland Sport and Recreation Industry Development Program. This program provides for the delivery and development of sport or active recreation through the coordination of statewide activities, programs, services and events. The program's primary objective is to increase grassroots participation by focusing on:

- club/association support and development
- improving service delivery to clubs/affiliates and stakeholders.

In 2013–14, \$9.4 million was approved to 78 organisations. This included the new Women and Girls Special Initiative funding of \$0.2 million to seven state level sport and recreation organisations.

The Queensland Sport and Recreation Industry Peak Body Program provides funding to two industry peak bodies—QSport and Queensland Outdoor Recreation Federation (QORF)—to work in partnership with the government to develop their sector of the sport and the active recreation industry at all levels throughout Queensland.

In 2013–14, \$0.5 million was approved under the program to QSport and QORF to:

- assist in increasing opportunities for participation
- improve planning, management and governance practices
- assist in building capacity in their sector to change and grow in a sustainable manner to respond to emerging issues and challenges.

### ***Local Sport and Recreation Jobs Plan***

Since 2010, the Local Sport and Recreation Jobs Plan contributed to the employment of 173 local sport and recreation coordinators across Queensland. These coordinators provide capacity-building advice and services to more than 1100 sport, recreation or community organisations.

In 2013–14, more than \$7.3 million (as part of an overall three-year program budget of \$27.0 million) was provided to the funded organisations. In 2014–15, the program will end and government funding for the coordinator positions will cease, in line with service agreement end dates.

### ***Daily Physical Activity app***

The department's first app, the Daily Physical Activity: A Guide for Schools and Clubs, was released through the iTunes store in February 2014 and has been downloaded by 2367 users.

This digital format not only reduces costs associated with production and distribution of the former hard copy versions, it also supports an increased reach for departmental products within Queensland, across Australia and internationally.

With the increasing use of mobile devices for online activity, it is timely the department capitalises on this trend to promote healthy active lifestyles, build the capacity of early childhood professionals, parents, care givers and community sport volunteers, and support engagement in quality physical activity.

## **3b Provide improved access to sport and active recreation participation opportunities through grants, programs and initiatives to benefit individuals and sport and active recreation organisations.**

### ***Get in the Game***

In 2013–14, the department approved \$19.3 million across the three Get in the Game programs—Get Started, Get Going and Get Playing—to encourage greater participation in sport and recreation, especially among children and young people.

Get Started provides vouchers valued up to \$150 to contribute towards sport and recreation club membership and participation fees for eligible children and young people. Of the 41,895 vouchers issued under the two rounds released in 2013–14, more than 34,000 were redeemed at participating sport and recreation clubs across the state.

This program continues to exceed expectations, with almost 3400 clubs registered for the program and more than 27 per cent of eligible children who received vouchers indicating they had not played club sport before.

The Get Going program provides clubs with up to \$10,000 for initiatives to encourage new members and provide quality services for active members such as promotional activities, equipment purchases and membership drives. In 2013–14, \$3.5 million was approved for 486 projects under the second round of Get Going.

Get Playing provides clubs with up to \$0.1 million to support much needed infrastructure development and upgrades to ensure sport and recreation clubs are able to meet the current and future needs of club members and the local community.

More than \$3.0 million was invested in 2013–14. This includes new active recreation activity infrastructure, field and court upgrades, lighting, shade structures, and environmental initiatives including water saving irrigation of ovals.

### ***Nature Play***

Launched in May 2014, Nature Play QLD promotes unstructured outdoor play as fundamental to a full and healthy childhood. Providing opportunities for young children to engage in nature, it is a valuable tool for parents to encourage their children to go outside and get active in the beautiful Queensland environment.

As well as learning practical life skills, the benefits flow into health, cognitive, social and emotional development, while building resilience and creativity.

The Nature Play QLD website ([www.natureplayqld.org.au](http://www.natureplayqld.org.au)) contains nature missions such as scavenger hunts, climbing a hill and more than 200 other ideas that can be captured in a Nature Play QLD passport. As at 30 June 2014, more than 15,000 passports have been distributed, with more than 2800 online registrations.

### ***Indigenous community programs***

In 2013–14, the department invested approximately \$4.6 million to support the delivery of sport and recreation services to 38 Indigenous communities and the Torres Strait region, including:

- \$3.8 million to the Queensland Police-Citizens Youth Welfare Association, to deliver the Indigenous Community Sport and Recreation Program to 38 Indigenous communities.
- \$0.4 million to the Torres Strait Council to deliver the Torres Strait Community Sport and Recreation Program which supports delivery of sport and recreational activity to communities in that region.
- \$0.5 million to the Regional Indigenous Hockey Program, the Australian Football League Cape York Limited and Queensland Rugby League to deliver programs in regional and remote locations across Queensland.

These initiatives focus on increasing participation, creating competition pathways and capacity building across Queensland including the Torres Strait, Cape York and Gulf Savannah regions. Outcomes achieved to 30 June 2014 include:

- more than 12,100 players regularly competing in hockey competitions and three times that number involved at other levels of the game.
- more than 3360 participants in Australian Football, through 24 school and community-based visits.
- provision of rugby league development, training and accreditation for community volunteers to increase player skills and the number of coaches and officials in communities as well as delivery of strong rugby league competition pathways in regional and remote locations.

### ***Young Athlete Assistance Program***

The Young Athlete Assistance Program provides \$200 retrospectively, once every two years, for athletes and officials to attend state, national and international championships.

In 2013–14, more than \$0.7 million in funding was approved to support more than 3300 athletes.

Following a review undertaken by the department in 2013–14, a revised program will be delivered from January 2015 incorporating a tiered funding model to better recognise the costs of attending different level championships and progressing through the state, national and international levels.

The revised program will offer up to \$1200 to young athletes and officials over a two-year period, which is a significant increase from the \$200 available in previous years and is more commensurate with the costs incurred to attend competitions at state, national and international levels.

### ***Sponsorships***

In 2013–14, the department sponsored a range of sport and recreation community events and participation initiatives totalling more than \$0.6 million. Sponsorships included initiatives such as the Rotary Community Fun Run/Walk, Townsville Fire's Upper Ross Basketball Program, North Queensland Cowboys' Community Participation initiatives as well as:

- Bridge to Brisbane which saw almost 45,000 participants in either a 10 kilometre or five kilometre walk or run through Brisbane.
- Queensland Weet-Bix TRYathlons in Brisbane, Caboolture and Townsville which attracted over 3,000 children aged between 7 and 15 years.
- Gold Coast Suns SHINE Schools Program which saw more than 2500 year 4 students from 28 Gold Coast schools learn about healthy eating, physical activity, beach safety and playing AFL..

These sponsorships are focused on physical activity opportunities and community outcomes, not sponsoring teams or individuals for the daily operational activities or participation in a competition or league.

## **3c Support high performance and elite sport through coaching and related services.**

### ***Queensland Academy of Sport***

The Queensland Academy of Sport (QAS) has a targeted and innovative business model designed to position Queensland athletes for maximum success at the Commonwealth, Olympic and Paralympic Games.

Through the QAS, the Queensland Government provides strong support for Queensland's athletes with an emphasis on continual improvement. The Australia's Winning Edge High Performance Strategy has been embraced by the QAS, which is working closely with national sporting organisations to ensure that Queensland's elite athletes are supported effectively.

In 2013–14, QAS supported 248 Queensland athletes through coaching, servicing, access to facilities and some assistance towards the cost of travel to competition and training.

Other sports, which do not provide Olympic-level athletes, are supported in a variety of ways, including access to facilities, operational funding and, in some cases, support services. As at 30 June 2014, there were 463 athletes receiving this type of support.

In 2013–14, QAS also supported a further 33 athletes who receive individual scholarships worth \$8,000 per year. These athletes compete and train in Olympic and Paralympic sports which are not supported through a formal QAS program. These sports include weightlifting, boxing, judo and shooting.

### ***Centre of Excellence for Applied Sport Science Research***

The Centre of Excellence for Applied Sport Science Research has contributed to the generation of new information and knowledge and its dissemination in the sport science, sport management and coaching communities. This information is used to improve the performance and training of elite athletes.

In 2013–14, the centre completed 34 applied research projects, with a further 24 projects underway. Projects include a review of hamstring injury research, a project looking at patellar tendon injuries in jumping sports and research into prevention of hip injuries that commonly occur in water polo players.

The centre received more than \$1.4 million from research grants and awards. It has leveraged in-kind support such as specialist staff, use of facilities and equipment, and supervision of students and research projects worth more than \$2.6 million. The Queensland Government contributes \$0.6 million per year to the Centre of Excellence, as well as in-kind support through the Queensland Academy of Sport.

### ***Athlete selection for the 2014 Commonwealth Games***

The QAS had 82 athletes selected to the 2014 Commonwealth Games Team. These athletes competed in the sports of athletics, cycling, diving, gymnastics (artistic), hockey, judo, netball, shooting, swimming, triathlon and weightlifting.

## **3d Manage and maintain sport and recreation facilities and infrastructure for community use.**

### ***Active Recreation Centres***

The department owns and operates two Active Recreation Centres—Tallebudgera on the Gold Coast and Currimundi on the Sunshine Coast—which provide a range of programs and activities, accommodation and catering for schools, sport, recreation and community organisations.

Utilisation of products and services at the Tallebudgera and Currimundi Active Recreation Centres has increased by 6.9 per cent from 2012–13.

In 2013–14, more than 250,000 hours of instructor-led activities were delivered at these centres, an increase of 9.1 per cent on the previous year.

The department continues to deliver improved business strategies and capital investment initiatives to position the Tallebudgera and Currimundi Active Recreation Centres as leading centres in Australia.

In 2013–14, this included:

- the introduction of affordable, weekend and school holiday getaways at Tallebudgera in January 2014, providing access to the centre for family and small community groups, contributing additional usage of 1,051 bed nights
- a new capital investment at Currimundi aimed at providing modern flexible accommodation, dining and transit facilities
- the development of a marketing strategy to ensure targeted marketing and promotion of the centres' products and services
- a renewed focus on the presentation of the centres including an investment into new furniture for the dining hall and accommodations at Tallebudgera
- the introduction of a new school holiday program called Go Burum at Tallebudgera
- the introduction of a Corporate Package targeted at team planning and development days including team building activities

The department also finalised alternate management arrangements for the former Magnetic Island, Leslie Dam, Yeppoon and Lake Tinaroo Active Recreation Centres, resulting in improved services to clients, new employment opportunities and cost savings to Queenslanders.

### ***Townsville Sports Precinct***

The Townsville Sport and Recreation Precinct comprises the Townsville Sports Reserve and Townsville Sports House, which together form a key sporting precinct in north Queensland.

In 2013–14, the precinct was well utilised for a number of notable sporting events such as:

- Australian All Schools Track and Field Championships. This was the first time this event has been held outside of a capital city. Approximately 1000 athletes, team officials, parents and supporters attended.

- Townsville District Rugby League Final Series. Over three weekends, teams from Townsville, Ingham, Charters Towers and the Burdekin competed drawing a crowd of approximately 6000 spectators.
- Third Brigade Australian Defence Force Annual Athletics Carnival attracted almost 3000 competitors and spectators.
- Annual Challenge Games for children with intellectual disability. The two-day event attracted 800 school children from throughout Queensland who competed in multiple events.

### **Toowoomba Sports Ground**

The Toowoomba Sports Ground is the highest standard, rectangular field-event venue in south-west Queensland due to its quality playing surface, 1100-seat covered grandstand, flood-lighting, access control and function room.

During 2013–14, the venue hosted a diverse range of sports and events including:

- a pre-season Super XV rugby union match between the Queensland Reds and Chiefs (Waikato), which attracted a crowd of 7500 from a catchment area ranging from Sydney to Rockhampton
- a rugby league pre-season match between the Gold Coast Titans and North Queensland Cowboys, which attracted a crowd of 8500
- the second Professional Bull Rider event of the proposed five year event plan, which attracted a crowd of 3500.

The growing use of the venue for new entertainment events, community groups and local schools, is intended to enhance community pride in the venue and boost participation of young people in active recreation while minimising budgetary impact.

### **Sports Houses**

Affordable office accommodation provided to regional and state sport and recreation tenants at Queensland Government Sports Houses assists with achieving sport and recreation outcomes across Queensland, by lowering the cost of access and increasing active participation. The department owns and operates three Sports Houses located at Milton, Woolloongabba and Townsville. The Sports Houses allow sport and recreation tenants to set up their administrative headquarters in a professional environment at an affordable cost. This enables organisations with limited resources to focus on their core business—to increase participation for all Queenslanders.

During 2013–14, 40 sport and recreation organisations tenanted the department's Sports Houses. This initiative directly benefits the Queensland sport and recreation industry by making sport and recreation participation more affordable.

## **Outlook 2014–15**

In 2014–15, the focus for Sport and Recreation Services will include the following priorities:

- Continue the Get in the Game initiative, providing funding to support sport and recreation at the grassroots level through three funding programs:
  - Get Started to assist children and young people with the costs of club membership and participation fees.
  - Get Going to support local sport and recreation organisations with funding of projects that create opportunities for more Queenslanders to become members.
  - Get Playing to assist local sport and recreation organisations with facility development.
- Launch Up, Out and Active, a new vision for Sport and Recreation Services to provide clarity on what Sport and Recreation Services will do over the next 10 years to contribute to the goals in The Queensland Plan.
- Continue to implement actions in response to the report Start Playing, Stay Playing: A plan to increase and enhance sport and active recreation opportunities for women and girls.
- Enhance/expand our use of emerging technologies to increase participation in departmental programs and build community capacity to deliver grassroots sport and recreation activity.
- Continue to encourage organisations in local communities to develop new opportunities and expand on well-tested programs to increase participation in sport and active recreation.

## Service area: Racing

### Objective 4: A Queensland racing industry operating with integrity

This objective guides the implementation of the department's Racing service area.

#### Strategies

- 4a** *Provide assessments and investigation services to ensure an accountable, ethical and responsible Queensland racing industry.*
- 4b** *Provide financial assistance including funding for facility upgrades and additional country race meetings.*
- 4c** *Deliver independent, effective and quality assured drug control services to the Queensland racing industry.*
- 4d** *Ensure effective oversight and governance of the Queensland racing industry.*

#### Measuring our performance

This objective relates to the Racing service area as described in the department's 2013–14 Service Delivery Statement (SDS).

The Office of Racing consists of two functional units—the Office of Racing Regulation and the Racing Science Centre.

The Office of Racing Regulation administers the *Racing Act 2002*, which provides a framework for the regulation of the Queensland racing industry to ensure integrity and public confidence in the industry. The *Racing Act 2002* places significant emphasis on the role of government in relation to matters impacting on the probity and integrity of racing, and the need to protect the public interest.

The Racing Science Centre is an accredited facility under the *Racing Act 2002*, providing a comprehensive range of racing integrity services, including drug testing, research and other scientific services. The centre also 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.

The Government has established separate control boards for the thoroughbred, harness and greyhound codes of racing, along with an overarching body, the Queensland All Codes Racing Industry Board. The All Codes Board is the control body for the thoroughbred, harness and greyhound codes of racing and is responsible for cross-industry issues such as funding and infrastructure needs. The control boards are responsible for assisting the All Codes Board in the management of their respective codes of racing.

Amendments to the *Racing Act 2002* transferred appropriate integrity functions to government by establishing the Racing Integrity Commissioner and the Racing Disciplinary Board.

Strategic Plan 2013–17 key performance indicators	Departmental performance measures
Extent of racing industry's compliance with the <i>Racing Act 2002</i>	Percentage of <i>Racing Act 2002</i> annual assessment non-compliance issues resolved within required timeframes
Racing Science Centre service delivery standards maintained	Percentage of drug sample analyses from licensed racing animals completed and reported within 10 working days

The measures in the following table are used to gauge performance in some aspects of our business and are monitored quarterly. The table shows the results from 1 July 2013 to 30 June 2014.

Performance measures as published in the 2013–14 SDS	2013–14 Target / estimate	2013–14 Estimated actual	2013–14 Actual
Percentage of <i>Racing Act 2002</i> annual assessment non-compliance issues resolved within required timeframes	80%	85%	100%
Percentage of drug sample analyses from licensed racing animals completed and reported within 10 working days	95%	95%	99%

## Strategy implementation

### 4a Provide assessments and investigation services to ensure an accountable, ethical and responsible Queensland racing industry.

The Office of Racing Regulation provides a framework for the regulation of the Queensland racing industry, leading to improved integrity and public confidence that the industry is being operated in an accountable and responsible manner. This is achieved through:

- implementing and monitoring a regulatory and policy framework to sustain a commercially responsive and contemporary Queensland racing industry
- collaborating with 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.

The annual control body assessment was undertaken. The assessment reviewed the effectiveness of the policy in ensuring the welfare of licensed greyhounds.

The assessment found that Racing Queensland was a suitable control body in managing its greyhound welfare obligations, with 12 recommendations identified for Racing Queensland's consideration.

### 4b Provide financial assistance including funding for facility upgrades and additional country race meetings.

In 2013–14, the following financial assistance initiatives were delivered:

- Funding under the government's \$110.0 million Racing Industry Capital Development Scheme was provided for infrastructure projects on the Gold Coast (\$4.6 million) and Toowoomba (\$2.7 million).
- Approval granted for the construction of a new greyhound racing facility at Cronulla Park, Logan from the Racing Industry Capital Development Scheme. The total project cost is \$12.0 million with construction to commence in October 2014.
- Provided \$1.0 million (as part of \$4.0 million over four years) to fund 20 additional country race meetings each year, including the Showcase Country Series, Celebrate Country Series and Sustain Country Series. These meetings were held at Alpha, Aramac, Beaudesert (2), Bell, Bowen, Charters Towers, Dalby, Emerald, Esk, Gladstone, Goondiwindi, Kilcoy, Lockyer, Mareeba, Mount Isa, Roma, St George, Tambo and Warwick.
- Provided \$2.5 million to the Queensland Thoroughbred Investment Scheme, which supports the state's thoroughbred breeding industry by increasing demand for Queensland bred horses.
- Provided \$2.0 million to the Training Track Subsidy Scheme to off-set the costs to Queensland thoroughbred race clubs of maintaining training facilities, benefiting not only the major metropolitan and regional thoroughbred clubs but smaller rural clubs as well. The scheme has been in operation since 1998 and has provided \$34.0 million to assist the industry underwrite training facility maintenance costs.

#### **4c Deliver independent, effective and quality assured drug control services to the Queensland racing industry.**

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. It 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. The Racing Science Centre is the lead laboratory responsible for coordination of both the Asian Quality Assured Program positive and negative programs.

During 2013–14, the Racing Science Centre analysed 17,486 samples (sealed) collected from licensed racing animals across all three racing codes—Thoroughbred, Harness and Greyhound (up from 17,301 in 2012–13). The annual percentage of drug samples from licensed racing animals tested for regulated substances and reported within 10 working days was 99 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 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.

#### **4d Ensure effective oversight and governance of the Queensland racing industry.**

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 members are selected based on their qualifications or technical skills in either veterinary science, analytical chemistry, law or biological science.

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.

During 2013–14, the Commissioner undertook extensive consultation with people in the racing industry and reviewed a number of integrity related issues.

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 2013–14, the Racing Disciplinary Board heard 35 appeals, with 22 appeals dismissed, 10 upheld and three varied across all racing codes. A further four appeals were withdrawn. Costs associated with the operation of the Racing Disciplinary Board are met by the industry.

A new code of racing was approved on the 10 March 2014 for Australian Quarter Horse Racing Development Pty Ltd to conduct quarter horse racing in Queensland.

The Queensland Government recognises that there are significant investment opportunities and benefits to be

achieved by supporting the state's quarter horse racing industry.

## **Outlook 2014–15**

In 2014–15, the focus for Office of Racing will include the following priorities.

- Implement the government's response to the Queensland Racing Commission of Inquiry report.
- Review the *Racing Act 2002* to identify opportunities to streamline the act to further support the racing industry and reduce red tape.
- Provide a further \$1.0 million to fund 20 additional country race meetings to rejuvenate country racing in Queensland.
- Continue to fund and provide oversight of major racing industry infrastructure projects undertaken by Racing Queensland, including the Eagle Farm Racecourse, Brisbane upgrade and the new greyhound racing facility in Logan.
- Continue to provide assessments, investigation services, oversight and governance to ensure an accountable, ethical and responsible Queensland racing industry.
- Continue to provide specialist advice to the Queensland racing industry and analyse samples from racing animals across the thoroughbred, harness and greyhound codes to help protect the integrity of the racing industry.

## Governance

Functions reported under Governance contribute directly to the department's objective of a *capable and streamlined, customer-centric organisation*.

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

NPRSR is committed to achieving high levels of accountability, transparency and rigour in all its processes. In accordance with the six foundation principles of public sector governance as articulated by the Australian National Audit Office in its Better Practice Guide series of papers on Public Sector Governance, the department's governance framework is based on the principles of:

- 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.

## Risk management

Risk management is an integral part of the department's management processes and is essential to ensure a high standard of corporate governance.

While all employees are expected to manage risks related to their work, the Director-General, supported by the Executive Management Team, has primary responsibility for maintaining the department's risk management framework and for ensuring that those risks which may affect the department achieving its objectives and strategies are appropriately managed.

The department's risk management policy and procedure are designed to guide managers in identifying, assessing, treating and monitoring strategic and operational risks.

The Executive Management Team maintains a strategic risk register which details risks to the department's strategic objectives. The register is regularly reviewed to monitor the progress of risk treatments and identify emerging risks.

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

The department's approach to the management of fraud and corruption risks is detailed in the Fraud and Corruption Prevention Policy and Procedure and Fraud and Corruption Control Plan. The department's service areas completed fraud and corruption risks assessments to identify high-risk functions and fraud awareness training was implemented to ensure employees maintain vigilance regarding fraud risks.

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*.

## External scrutiny

### Auditor-General reports

The Auditor-General finalised no audits that directly related to the department's procedures or services during 2013–14.

However, reports on four audits conducted across all Queensland Government entities were tabled during 2013–14:

- Report 6 : 2013–14 Results of audit: Internal control systems
- Report 11 : 2013–14 Results of audit: State public sector entities for 2012–13

- Report 12 : 2013–14 Results of audit: Queensland state government financial statements 2012–13
- Report 18: 2013–14 Results of audit: Monitoring and reporting performance.

The recommendations of these reports, as they relate to the department, have been registered and are in the process of being implemented.

The department's Audit and Risk Committee monitors the implementation of any relevant recommendations associated with these audits. The abovementioned reports are accessible on the Queensland Audit Office (QAO) website [www.qao.qld.gov.au](http://www.qao.qld.gov.au).

## Queensland Ombudsman Audit of Complaint Management System

On 18 March 2014, the department received the Queensland Ombudsman's audit report on the department's complaints management system (CMS). The focus of the audit assessed the operation of the department's CMS during the 2012–13 year against the Public Service Commission's Directive 13/06 Complaints Management Systems (repealed) and other indicators of good complaints management practice (in accordance with the Queensland Ombudsman's Complaints Management resources).

The Queensland Ombudsman noted that, while the department has a general level of compliance with the five elements of the (now repealed) Directive, there were a number of recommendations that would enhance existing departmental practices. The department will continue to implement the recommendations in 2014–15 to ensure the CMS reflects high standards of practice.

## Queensland Racing Commission of Inquiry

The Queensland Racing Commission of Inquiry examined the management of the thoroughbred, harness and greyhound racing industries in Queensland by the former control body, Racing Queensland Limited (RQL) during the period 1 January 2007 to 30 April 2012.

Commissioner, the Honourable Margaret White AO, delivered the Commission's report on 7 February 2014. As at 30 June 2014, a government response to the report's recommendations was being prepared.

## Internal audit

The department's Internal Audit unit provides independent assurance and advice to the Director-General, senior management and the Audit and Risk Committee. It enhances the department's corporate governance through an objective, systematic approach to evaluating the effectiveness and efficiency of corporate governance processes, internal controls and risk assessment. This is consistent with the role and responsibilities detailed in the *Financial Accountability Act 2009*.

The role, operating environment and reporting arrangements of the unit are established in the Internal Audit Charter, which has due regard to the professional standards and the Audit Committee Guidelines: Improving Accountability and Performance issued by Queensland Treasury and Trade.

The internal audit function has operated in accordance with an annual audit plan approved by the Director-General. The internal audit function is independent of management and the external auditors. During the reporting period, Internal Audit:

- discharged the responsibilities established in the Internal Audit Charter by executing the annual audit plan prepared as a result of risk assessments, materiality, and contractual and statutory obligations
- provided reports on the results of audits undertaken to the Director-General and the Audit and Risk Committee
- monitored and reported on the status of the implementation of audit recommendations to the Audit and Risk Committee. Management is responsible for the implementation of audit recommendations
- supported management by providing advice on corporate governance and related issues including fraud and corruption prevention programs and risk management
- allocated audit resources to those areas considered to present the greatest risk and where the work of internal audit can be valuable in providing positive assurance or identifying opportunities for positive change
- provided secretarial support to the Audit and Risk Committee.

The audit team are members of professional bodies including the Institute of Internal Auditors and CPA Australia and their ongoing professional development is supported by the department.

## Information systems and recordkeeping

### Information systems

During the reporting period the department operated and maintained a range of information systems to support services, initiatives and corporate operations. These included:

- 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 is also used for various aspects of grants administration
- Laboratory Information Management System (LIMS) is used by the Racing Sciences Centre to manage sample testing results
- Ministerial and Executive Correspondence System (MECS) is an electronic document workflow system used to register, track and monitor all the department's ministerial and executive correspondence, briefing notes and other high-level documents.

### Recordkeeping

The department operates a recordkeeping strategy to ensure compliance with the *Public Records Act 2002*, *Public Service Act 1996*, and Information Standard 40—Recordkeeping.

A compliant recordkeeping framework is provided through an electronic document and records management system (eDRMS), training, support and end-to-end processing model.

A single consolidated recordkeeping platform has been implemented for the department and legacy recordkeeping systems have been migrated into the recordkeeping platform. Data from the Computer Aided Records Management System (CARMS) and the Keeper system is available through the corporate eDRMS. E-learning packages and digital conferencing facilities have been used to deliver ongoing training across the state. Business areas are increasingly moving to capture and manage records in digital format and are minimising the production of paper based records.

The appraisal and disposal program is identifying time-expired records for disposal. During 2013–14, 1615 boxes of hardcopy files were securely disposed of. The program is also identifying and preparing permanent records for transfer to Queensland State Archives. The Queensland Disposal Authority for the department (QDAN 645) was amended and reissued for Sport and Recreation records.

### Governance committees

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

- Executive Management Team (EMT)
- Finance Committee
- Audit and Risk Committee
- *workingsafe workingwell* Steering Committee
- ICT Investment and Strategy Committee.

### Executive Management Team

The Executive Management Team (EMT) has oversight of the department's strategic and operational management and governance.

It is responsible for strategic issues, performance management, corporate governance, policy development and reporting. EMT supports and advises the Director-General, who is the department's accountable officer.

## Finance Committee

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

During the year the committee:

- oversaw significant reform of the department's budget management framework which saw improved financial risk management and reporting, strengthening of key budgetary controls and a robust and timely build of the 2014–15 budget
- made recommendations on a wide range of strategic financial policy and resourcing issues
- reviewed monthly financial reports and monitored performance against budget
- ensured that all savings targets set through the Queensland Government's renewal program were delivered
- endorsed and oversaw a financial education and training program spanning the department's key risk exposures
- reinforced a strong financial management culture across the department.

The committee met 12 times during the reporting period.

## Audit and Risk Committee

The department's Audit and Risk Committee was established in accordance with the *Financial and Performance Management Standard 2009* (s.35) and met five times during the reporting period. The committee observed the terms of its charter having due regard to the Audit Committee Guidelines: Improving Accountability and Performance issued by Queensland Treasury and Trade.

The Audit and Risk Committee supports the Director-General in discharging the responsibilities under the *Financial Accountability Act 2009*. The committee achieves this by providing independent advice to the Director-General on matters including corporate governance practices, risk management, financial reporting and internal control systems.

The committee acts as a forum for dialogue between the Director-General, senior management, Internal Audit and the Queensland Audit Office. The functions and role of the committee do not diminish the statutory duties and responsibilities of the Director-General, nor do they detract from management's responsibilities in relation to corporate governance, internal control, fraud prevention and risk management.

In 2013–14, the committee's major activities included:

- review and endorsement of the 2012–13 annual internal audit plan
- review of the client strategy prepared by the Queensland Audit Office
- review of internal and external audit reports and management responses
- consideration of the implementation status of all internal audit recommendations
- consideration of relevant audit recommendations, including performance audit recommendations, by the Queensland Audit Office
- review of 2012–13 departmental annual financial statements
- review of the risk management framework and practices.

### Audit and Risk Committee membership

Name and position	Role on committee
Bob McDonald OAM Chief Governance Officer, Governance Branch, System Support Services Division Queensland Health	Independent Chair
Liezel Samuel Director, Internal Audit Department of Housing and Public Works	Independent member
John Glaister Director-General Department of National Parks, Recreation, Sport and Racing	Member
Ben Klaassen Deputy Director-General, Queensland Parks and Wildlife Service Department of National Parks, Recreation, Sport and Racing	Member
Richard Watson Deputy Director-General, Sport and Recreation Services Department of National Parks, Recreation, Sport and Racing	Member
Natalie Ormsby Executive Director, Office of the Director-General Department of National Parks, Recreation, Sport and Racing	Member
Steve White Regional Manager, North Coast Region Department of National Parks, Recreation, Sport and Racing	Member (From April 2014)

### workingsafe workingwell Steering Committee

The workingsafe workingwell Steering Committee is a sub-group of the department's Executive Management Team. It 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 CFO, the Assistant Director-General Corporate Services and representatives from Human Resources. During the reporting period, this committee met on a quarterly basis to ensure the department's workplace health and safety obligations were appropriately managed through the workingsafe workingwell strategy.

Implementation of the workingsafe workingwell strategy aims to support the department's strategic, business management and workforce management outcomes. The strategy incorporates a large number of components including a policy and procedure, systems, programs, services and activities.

## ICT Investment and Strategy Committee

The NPRSR ICT Investment and Strategy Committee (IISC) has been established to:

- ensure the department's ICT (information and communications technology) investment and assets are aligned with agency business priorities and plans and support whole-of-government ICT directions
- provide whole-of-department leadership, strategic direction and oversight in the planning and delivery of the portfolio of ICT-related initiatives in the department
- provide assurance to the Director-General that information management and ICT in the department are being appropriately governed to ensure return on investment through effective delivery of approved initiatives which meet government priorities.

### Responsibilities

The IISC has established reporting requirements to ensure that it receives information relevant to its role. The IISC:

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

### Committee members (as at 30 June 2014)

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

## Public sector initiatives

Functions reported in the public sector initiatives section of this report contribute to the department's objective of a *capable and streamlined, customer-centric organisation*.

### Public Sector Renewal Program

In 2013–14, in response to recommendation 49 of the Commission of Audit, the department engaged KPMG to conduct a detailed analysis of the cost effectiveness and risks associated with outsourcing the operation of Stadiums Queensland venues.

This contestability assessment, the outcomes of which are commercial in confidence, was completed in May 2014. The contestability assessment—along with the recommendations of a March 2013 review by KPMG into the commercial performance of Stadiums Queensland and a review commissioned by the Department of the Premier and Cabinet into the management of major sports facilities—is being considered by the Queensland Government to determine the most appropriate management arrangements for Queensland's major sports facilities.

As part of the Queensland Government's public sector renewal program, the department implemented a number of initiatives to explore service delivery improvements that will deliver more customer focused services for the community and ultimately, better outcomes.

In 2013–14, a number of renewal projects were delivered. During the reporting period, the department:

- conducted a statewide Expression of Interest process for ecotourism facilities on national parks to meet contemporary tourism demands and ensure nature-based tourism continues to thrive
- reduced the number of permit types for customers by 50 per cent, resulting in fewer paper-based transactions and improved access to parks for recreation groups
- delivered master plans for Mon Repos Turtle Centre, David Fleay Wildlife Park and Walkabout Creek Visitor Centre to increase access to protected areas and support growth in ecotourism
- partnered with volunteers through completing pilots of the campground hosts program for national parks
- provided ecotourism operators with access to new long-term activity agreements of 15 years, providing tourism operators in key ecotourism destinations with greater business certainty
- developed a Statewide Outdoor Recreation Framework in partnership with key Queensland Government agencies to develop a 'one government' approach to providing better opportunities to participate in outdoor recreation
- launched the free daily physical activity guide app, which 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
- extended the operating hours for Tallebudgera Active Recreation Centre to enable the general public to book short-stay weekend and school holiday getaways
- launched Nature Play QLD, a program designed to encourage children and their families to engage in activities outdoors, administered through a partnership with the Queensland Outdoor Recreation Federation.

During the reporting period, there were a number of internal renewal initiatives delivered by the department:

- launched its business process redesign initiatives across the department as a way of improving internal processes and activities in order to deliver improvements for customers and staff
- continued its implementation of DG Direct, which provides staff with the means to inform the DG directly of their ideas on ways to cut red tape, improve efficiency and new ways of operating. A significant number of ideas have been received, many of which will be implemented through business improvement initiatives driven by the department's management teams
- achieved one of the highest response rates in the whole of government Employee Opinion Survey. The department achieved a response rate of more than 62 per cent as compared to the Queensland Public Service average of 42 per cent.
- developed a Best Practice Procedures Manual to assist the Office of Racing to carry out its compliance, audit and investigation functions in a consistent and effective manner.

## Queensland public service values

Members of the senior executive teams visited regional centres to talk to staff about cultural renewal and the new values and what it means for the department. Tailored values posters were also created for each of the service areas.

Some of the activities undertaken by the department to put the five aspirational values into action during the reporting period included:

- Customers first: Implementation of customer service training and the Ranger Development Program to develop a greater focus on customer service delivery.
- Ideas into action: Innovation is encouraged through the DG Direct initiative which encourages employees to submit ideas and innovations to the Director-General for consideration.
- Unleash potential: This value is implemented through the department's focus on effective performance and development planning.
- Be courageous: The department supports courage in the development of new policies and initiatives. The implementation of grazing on national parks balances innovation with appropriate risk management.
- Empower people: The department's reward and recognition program and strategic documents reflect the values in action. The department's Enhanced Training learning initiative is aimed at building staff capability.

## Public sector ethics

The department's strategic plan includes integrity and accountability as key business principles that all employees must adhere to when making decisions. This means that all employees must act ethically, honestly and in the best interests of the community.

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. Key initiatives included: the Director-General, in his role as Integrity Champion, raising awareness of expected ethical behaviour; a dedicated ethics intranet page that provides information on ethical obligations; and resources for managers and staff relating to specific ethical issues.

### Ethical education and training

During the reporting period employees were informed of their ethical obligations either during induction, or by completing the online Ethical Decision Making module using the Code of Conduct for the Queensland Public Service (the Code). The program provides education and training in public sector ethics, the Code, and professional obligations and ethical conduct. The training also provides information on the rights and obligations of employees in relation to contraventions of the Code.

The department also offered staff the Ethical Compass as a face-to-face training course in partnership with the Queensland Ombudsman. Twenty-nine Ethical Compass training courses were delivered to staff in more than 22 locations. Ethical obligations were also reinforced through individual Performance and Development Plans that set out performance and behavioural expectations in line with the Code.

### Accountability

The Code and information on how to report alleged wrongdoing by employees were also made 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.

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

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

- Strategic plan—the business principles and one objective include ethical behaviour and management of the department's operations and resources.
- 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 the department’s objectives and service delivery.
- Performance management process—adherence to the Code of Conduct included in individual staff performance plans.
- Human resource management policies and procedures.

## Our people

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

Initiatives reported under the Our people section contribute directly to the department's objective of a *capable and streamlined, customer-centric organisation* and the strategy to *build, maintain and support a sustainable, flexible and capable workforce that meets service delivery needs*.

In 2013–14, the department implemented human resource 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 organisation capability through performance management, embracing health and safety, stronger leadership and management capability, continued employee development and encouraging work-life balance.

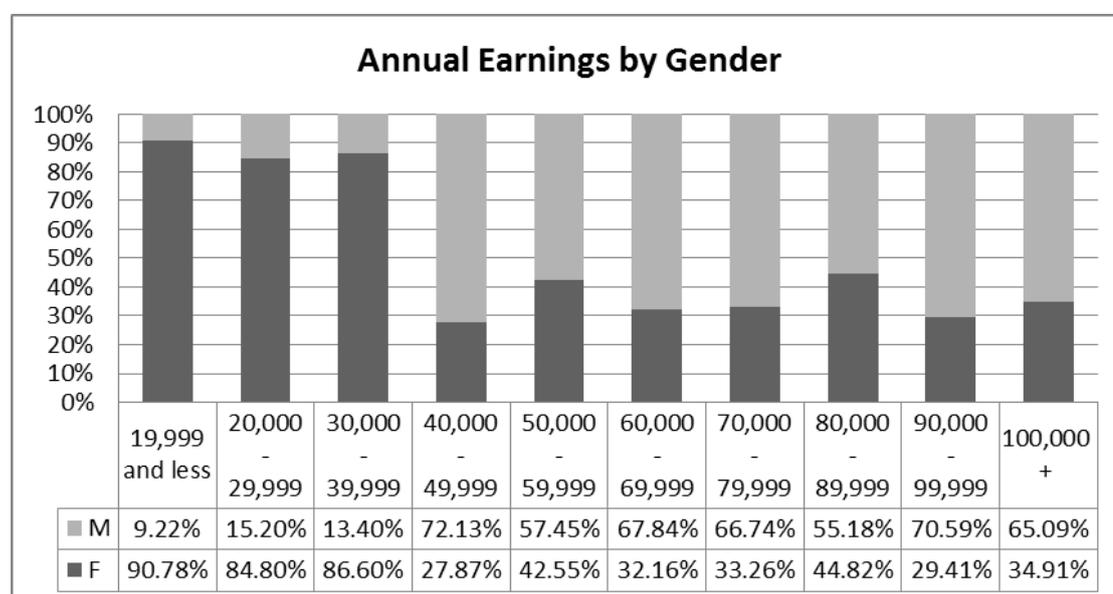
## Workforce profile

As at 27 June 2014 the department employed 1286.37 full-time equivalent (FTE) employees. Approximately 87 per cent of employees were permanent.

The following tables show a summary of the department's workforce profile (excluding staff on leave without pay and board members) as at 27 June 2014.

Staffing FTE by occupation			
June 2014			
Occupational Stream	Female	Male	Total
Coach	2	13	15
Administration	274.19	235.83	510.02
Operational	119.75	493.17	612.92
Professional	50.47	45.96	96.43
Technical	4.50	10.60	15.10
SES	1	5	6
SO	11.10	13.00	24.10
S122	0.80	5	5.80
CEO	0	1	1
Total	463.81	822.56	1286.37

Staff numbers by employment type						
Employment type	FTE		FTE %		Total FTE	Total FTE %
	Female	Male	Female	Male		
Permanent	395.37	733.99	35%	65%	1129.36	88%
Temporary	60.40	72.20	46%	54%	132.60	10%
Contract	1.80	12.00	13%	87%	13.80	1%
Casual	6.24	4.37	59%	41%	10.61	1%
Total	463.81	822.56	36%	64%	1286.37	100%



### Permanent separation rate

As at 30 June 2014, the department's separation rate was 5.70 per cent.

## Workforce planning

During the reporting period, the department continued its strategy to build, maintain and support a sustainable, flexible and capable workforce that meets service delivery needs. A significant workforce planning process was undertaken, which resulted in the development of strategic workforce plans for the department's three key service areas, as well as an overarching departmental plan. These plans provide the direction required to ensure that the department has the right workforce for the future.

In 2013–14, the department continued to address succession management through:

- implementation of the Ranger Development Framework
- delivery of a range of management and leadership capability development programs
- implementation of the *workingsafe workingwell* strategy for safer and healthier workplaces.

The department delivered a range of employment programs to attract and retain critical occupational and diversity groups. Achievements included:

- One of the department's whole-of-government Aboriginal and Torres Strait Islander Education to

Employment program scholarship holders successfully completed Year 12.

- Through numerous industry and vocational placement arrangements, business units were provided with additional project support which enabled them to assist in the professional and personal development of the students involved.

## **Employee performance management**

### **Induction**

The department continued to provide new employees with a structured corporate induction process to support them in their transition into the department. The induction process includes seven online training modules, supervisor and employee checklists and comprehensive information on the department's business and employment conditions.

### **Performance and Development Planning**

In accordance with the Public Service Commission (PSC) Senior Executive Service Performance and Development Framework, senior executive officers developed performance agreements and undertook mid-year reviews to assess their performance. Development plans were provided to the PSC as part of the sector-wide coordinated approach to senior executive development.

To support the ongoing implementation of the department's Performance and Development Planning (PDP) framework the department undertook a range of training and development activities aimed at building employees' capability in participating in performance and development planning. Activities included:

- workshops on how to undertake PDP effectively; how to have difficult conversations and how to manage poor performance
- provision of supporting resources such as fact sheets on key communication skills.

### **Learning and organisational development**

In 2013–14, the department's learning and organisational development activities focussed on leadership, organisational culture and values and capability building.

During the reporting period, the department continued to offer programs such as the Emerging Leaders program and Essential Skills for Managers and ensured employees received the appropriate technical training required to carry out their duties.

In response to the Employee Opinion Survey, the department undertook a major training initiative which aimed at providing statewide access to training opportunities in the following areas:

- Human Resource Essentials
- Finance Essentials
- Dealing with Change
- Ethical Compass
- Project Management
- Procurement.

In 2013–14, a range of skills and training programs were made available to employees, including:

- Quarterly Personal and Organisational Development workshops—focusing on interpersonal and intrapersonal skills, communication skills and resilience and change.
- Twenty rangers were awarded a qualification under the provisions of the Certified Agreement (Recognition of Prior Learning Program).

The department also developed the Ranger Development Framework aimed at building the capability and career options for QPWS rangers. The framework includes a capability framework and career pathways to support rangers in their roles.

## 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:

- Director-General's Appreciation Cards
- Australia Day Achievement Awards
- Premier's Awards for Excellence in Public Service Delivery
- Public Service Medal (Australian Honours System).

## 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 to internal employees through the department's intranet, management development programs, information sessions and advice by the business management and human resource support areas.

These policies contain provisions and options that enable the management of work and life responsibilities including flexible work hours, compressed hours arrangements, part-time work, telecommuting, purchasing additional leave and breastfeeding at work.

## Leadership and management development

All of the department's senior executive officers participated in the Public Service Commission's Executive Capability and Development (ECAD) process and all senior executive officers accessed a range of external programs including the Public Service Commission's Senior Executive Workshop Series.

Six senior managers joined the department's Emerging Leaders Program in May 2013. This 10-month experiential program is designed for senior managers who have been identified as potential future leaders. Employees were also able to access external leadership programs such as the Queensland University of Technology's Emerging Leaders program.

Management programs provided a broad range of capability development in the areas of planning, finance, risk, interpersonal skills and people management. Management programs delivered in 2013–14 included:

- Essential Skills for Managers—designed to provide new managers with knowledge of their key managerial responsibilities and accountabilities. Fifty-eight managers participated in the program, which was delivered in Brisbane, Rockhampton and Toowoomba.
- Public Sector Management Program—designed to help participants develop an integrated view of policy, business acumen, public accountability and leadership in the context of the public sector. Three scholarships were awarded to departmental employees.
- Practical People Management Matters—a five-day program that provided supervisors and new managers with practical skills to supervise staff, in the context of public sector issues and business models. Ten mid-level managers participated in this program.

## Industrial and employee relations

The department engages with employees and their representatives through an Agency Consultative Committee which meets eight times a year (approximately every six weeks). The department has a dedicated Workforce Relations and Safety unit within its Corporate Services area, which has responsibility for overall management of industrial relations within the department, in consultation and with the assistance of business units. This includes liaising with central agencies such as the Public Service Commission (PSC) in relation to whole-of-government matters such as enterprise bargaining and PSC directives.

The Workforce Relations and Safety unit also has responsibility for health and safety matters, and provided the department with a holistic view of employee entitlements and responsibilities during the reporting period.

## Early retirement, redundancy and retrenchment

During the period, eight employees received redundancy packages at a cost of \$0.3 million. Employees who did not accept an offer of a redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements.

# Contact us

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

## Head office

111 George Street  
Brisbane Qld 4000

## Post

PO Box 15187  
City East Q 4002

## Website

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

## Regional offices

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

## Queensland Parks and Wildlife Service

Queensland Parks and Wildlife Service (QPWS) delivers recreation, tourism and conservation services for the Queensland Government's parks and forest estate.

For general parks or wildlife enquiries, Connect with Nature activity bookings and camp site bookings, phone 13 QGOV (13 74 68) or visit the website.

## Sport and Recreation Services

Sport and Recreation Services focuses on providing policy, programs and services to achieve 'more Queenslanders participating in sport and active recreation'. Information about the services provided, can be found on the website.

## Office of Racing

The Office of Racing regulates the Queensland racing industry, leading to improved integrity and public confidence that the industry is being operated in an accountable and responsible manner. Details about services provided can be found on the website.

# Appendix 1: Legislation

## Legislation administered by the Department of National Parks, Recreation, Sport and Racing as at 30 June 2014

*Eagle Farm Racecourse Act 1998*

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

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

*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, Fisheries and Forestry and Minister for Environment and Heritage Protection)

*North Stradbroke Island Protection and Sustainability Act 2011* (except to the extent relevant to matters administered by the Minister for Natural Resources and Mines)

*Racing Act 2002*

*Racing Venues Development Act 1982*

*Recreation Areas Management Act 2006*

*Sports Anti-Doping Act 2003.*

### Acts repealed in 2013–14

Nil.

### Acts as passed in 2013–14

*Nature Conservation and Other Legislation Amendment Act (No. 2) 2013.*

## Appendix 2: Related entities (statutory bodies and other entities)

The following schedule lists statutory bodies and associated entities formed, or acquired by, the department.

Entity name	Class of entity	Constituting Act	Function	Financial reporting arrangements
Mt Gravatt Showgrounds Trust	Statutory body	<i>Mt. Gravatt Showgrounds Act 1988</i>	Responsible for the implementation of strategies and application of funds for the development and management of the showgrounds.	Annual report to Parliament
Queensland All Codes Racing Industry Board (trading as Racing Queensland)	Statutory body	<i>Racing Act 2002</i>	Overarching board for racing in Queensland and the control body for the thoroughbred, harness and greyhound codes of racing.	Annual report to Parliament
Stadiums Queensland	Statutory body	<i>Major Sports Facilities Act 2001</i>	Responsible for the management, operation, promotion, maintenance and development of the State's major sporting and entertainment facilities.	Annual report to Parliament
Parklands Gold Coast Trust *	Statutory body	<i>Racing Venues Development Act 1982</i>	Trustees are appointed to control land for establishing, extending or developing the land as a racing venue, or for another purpose decided by the Governor in Council.	Annual report to Parliament

\* The Parklands Gold Coast Trust ceased to exist on 30 September 2013. The Final Report for the period of 1 July 2013 to 30 September 2013 was tabled in Parliament on 24 December 2013.

## Appendix 3: Government bodies

Body	Roles, functions, responsibilities and achievements	Number of meetings held	Total remuneration and on-costs
Cape York Peninsula Regional Protected Area Management Committee	<p><b>Role, functions, responsibilities</b></p> <p>This committee provides advice to the Minister about matters relating to protected areas in the Cape York Peninsula Region.</p> <p><b>Achievements</b></p> <p>The committee did not convene during the reporting period, however progress was made with Indigenous Management Agreements between the Department of National Parks, Recreation, 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 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>	0	<p><b>Remuneration:</b></p> <p>No remuneration</p> <p><b>On-costs:</b></p> <p>No on-costs</p>
Field Management Strategy Group	<p><b>Role, functions, responsibilities</b></p> <p>The group is a joint State/Commonwealth decision-making group comprising government employees, formed under the Great Barrier Reef Intergovernmental Agreement.</p> <p>The group is jointly chaired by the General Manager Great Barrier Reef Operations Branch, Great Barrier Reef Marine Park Authority (GRMBPA) and the Executive Director Taskforce and Resources Policy, Department of the Premier and Cabinet (DPC).</p> <p>It provides a key decision-making forum for strategic governance in the Great Barrier Reef Marine Park, Great Barrier Reef Coast Marine Park (State), island national parks and World Heritage Area.</p> <p><b>Achievements</b></p> <p>In 2013–14, the group:</p> <ul style="list-style-type: none"> <li>• provided strategic oversight of the field management activities for the Great Barrier Reef Marine Park, the adjacent Great Barrier Reef Coast Marine Park and island national parks</li> <li>• oversaw the development of the Field Management Business Strategy and Annual Business Plan in accordance with program priorities and strategies for compliance</li> <li>• oversaw marine conservation management, island conservation management, incident response, cultural heritage protection, visitor facilities and Indigenous engagement.</li> </ul>	3	<p><b>Remuneration</b></p> <p>No remuneration</p> <p>All members are salaried public service officers—no additional fees are paid.</p> <p><b>On-costs</b></p> <p>Government employee travel costs are met from the normal operating budget of each member agency.</p>

Ministerial Advisory Committee on Women and Girls in Sport and Recreation	<p><b>Role, functions, responsibilities</b></p> <p>The committee's role is to provide advice to the Minister on practical actions to get more women and girls participating in sport and active recreation, and to encourage lifelong participation.</p> <p><b>Achievements</b></p> <p>In the 2013–14, the committee:</p> <ul style="list-style-type: none"> <li>submitted its recommendations to government in November 2013 in the report <i>Start Playing Stay Playing: A plan to increase and enhance sport and active recreation opportunities for women and girls</i></li> <li>was invited to continue in its role for a further two years, overseeing the government's implementation of the recommendations</li> <li>Supported the government's delivery of four successful Regional Roundtables on the Sunshine Coast (2 May), Toowoomba (8 May), Torres Strait Island (14–15 May) and Cairns (3 June). These roundtables with key sport and recreation stakeholders generated discussion on local strategies to improve women's and girls' participation</li> <li>supported the Queensland Government's delivery of a high profile ministerial and industry networking function with approximately 250 attendees from the sport and recreation sectors on the topic of creating a successful brand for women's sport.</li> </ul>	9	<p><b>Remuneration</b></p> <p>No remuneration</p> <p><b>On-costs</b></p> <p>\$8,301</p>
National Parks Tourism Reference Group	<p><b>Role, functions, responsibilities</b></p> <p>The group acts as a key tourism industry reference body for the Department of National Parks, Recreation, Sport and Racing on progressing actions in relation to tourism in national parks, and specifically in relation to actions for which the department has carriage from DestinationQ industry forums.</p> <p>The group examines and provides resolution to strategic or statewide issues in protected areas, forests and marine parks.</p> <p><b>Achievements</b></p> <p>In 2013–14, the group provided input into the Queensland Government's DestinationQ agenda. Specifically, the group:</p> <ul style="list-style-type: none"> <li>provided advice regarding options for releasing commercial opportunities to the market</li> <li>expressed support for recent amendments to the <i>Nature Conservation Act 1992</i></li> <li>endorsed the new Queensland National Parks brand</li> <li>participated in the Stage One assessment of ecotourism facility proposals received by the Queensland Government through the statewide Expression of Interest process (relevant members only).</li> </ul>	1	<p><b>Remuneration</b></p> <p>No remuneration</p> <p><b>On-costs</b></p> <p>\$1,744</p>

<p>Queensland Academy of Sport Board</p>	<p><b>Role, functions, responsibilities</b></p> <p>Responsible for developing policy and overseeing the overall direction of the Queensland Academy of Sport.</p> <p><b>Achievements</b></p> <p>In 2013–14, the Queensland Academy of Sport Board (the Board) continued to oversee the strategic direction of the Queensland Academy of Sport in the lead up to the 2014 Commonwealth Games in Glasgow.</p> <p>The Board provided advice to the Queensland Academy of Sport (QAS) on sensitive issues regarding service providers and continued to work with the QAS to increase the support provided to athletes with disabilities.</p> <p>In 2014–15, strategic direction will be focussed on preparations for the 2016 Olympic Games.</p>	<p>7</p>	<p><b>Remuneration</b></p> <p>\$3,041</p> <p><b>On-costs</b></p> <p>\$3,006</p>
<p>Racing Animal Welfare and Integrity Board (Advisory)</p>	<p><b>Role, functions, responsibilities</b></p> <p>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.</p> <p>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.</p> <p>The Racing Animal Welfare and Integrity Board consists of three members who are appointed pursuant to section 116 of the <i>Racing Act 2002</i>. The members are selected based on their qualifications or technical skills in either veterinary science, analytical chemistry, law or biological science.</p> <p><b>Achievements</b></p> <p>In 2013–14, the board continued monitoring of:</p> <ul style="list-style-type: none"> <li>• <i>The Collection Procedures</i> and emerging trends in drug control strategies and their relevance with respect to current practices</li> <li>• domestic and international developments in the areas of animal welfare, drug control, biosecurity and racing regulation</li> <li>• the performance and functions of the integrity officer under the provisions of the <i>Racing Act 2002</i></li> <li>• the quality and range of services for drug control relating to licensed animals in Queensland and associated services provided by accredited and secondary facilities.</li> </ul>	<p>5</p>	<p><b>Remuneration</b></p> <p>\$4,369</p> <p><b>On-costs</b></p> <p>No on-costs</p>
<p>Racing Disciplinary Board</p>	<p><b>Role, functions, responsibilities</b></p> <p>The Racing Disciplinary Board was established by the <i>Racing and Other Legislation Amendment Act 2012</i> (section 149A of the <i>Racing Act 2002</i>) and commenced operation on and from 1 August 2013.</p> <p>The board 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 board are heard by the Queensland Civil and Administrative Tribunal.</p> <p>In 2013–14, the board consisted of a panel of eight members who met the eligibility criteria as provided by sections 149C and 149D of the <i>Racing Act</i>.</p> <p><b>Achievements</b></p> <p>In 2013–14, across all racing codes, the board heard 35 appeals, with 22 appeals dismissed, 10 upheld and three varied. A further four</p>	<p>35 appeals heard</p>	<p><b>Remuneration</b></p> <p>\$23,658</p> <p><b>On-costs</b></p> <p>No on-costs</p>

	appeals were withdrawn.		
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The Queensland Thoroughbred Racing Board, the Queensland Harness Racing Board, and the Queensland Greyhound Racing Board are control boards reporting to the Queensland All Codes Racing Industry Board (trading as Racing Queensland) as the administering authority. The Queensland All Codes Racing Industry Board, as a statutory body, reports separately to Parliament.

The Department of National Parks, Recreation, Sport and Racing reviewed the currency of its boards and committees and one group listed in previous annual reports will no longer be reported against, as follows:

- The **Indigenous Community Sport and Recreation Program Statewide Governance Committee** is an internal stakeholder group comprising Sport and Recreation Services staff and Queensland Police-Citizens Youth Welfare Association (QPCYWA) program managers and not a decision-making or advisory body subject to statutory reporting.

# Appendix 4: Report on the administration of *Marine Parks Act 2004*

(for the reporting period 1 July 2013–30 June 2014)

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

The *Marine Parks Act 2004* was amended twice during 2013–14.

In November 2013, the Act was amended following a recommendation of the Health and Community Services Committee to ensure consistent minimum periods of time for making submissions on draft management plans and for amendments to management plans in the *Nature Conservation Act 1992*, *Marine Parks Act 2004*, and *Recreation Areas Management Act 2006*. The minimum period for making submissions was changed in the Marine Parks Act from 28 days to 'at least 20 business days' to ensure consistency with the other Acts.

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 Marine Parks Act was amended to allow an environmental offset condition to be imposed on a marine park authority and to specify a penalty for non-compliance with an offset condition.

### Marine Parks (Declaration) Regulation 2006

The Marine Parks (Declaration) Regulation 2006 was amended in March 2014 as part of a package of amendments to update reference to protected area tenure following changes to the classes of protected areas under the *Nature Conservation Act 1992*.

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

The Marine Parks (Great Barrier Reef Coast) Zoning Plan 2004 was also amended in March 2014 as part of a

package of amendments to update reference to protected area tenure following changes to the classes of protected areas under the *Nature Conservation Act 1992*.

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

No amendments were made to the Marine Parks (Great Sandy) Zoning Plan 2006 in 2013–14.

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

No amendments were made to the Marine Parks (Moreton Bay) Zoning Plan 2008 in 2013–14.

### **Marine Parks Regulation 2006**

The Marine Parks Regulation 2006 was amended three times during 2013–14.

In September 2013 and June 2014, the Marine Parks Regulation 2006 was amended as part of a package of National Parks, Recreation, Sport and Racing legislation to index regulatory fees.

In March 2014, the Marine Parks Regulation 2006 was also amended to update reference to protected area tenure following changes to the classes of protected areas under the *Nature Conservation Act 1992*.

### **Legislative amendment proposals**

During 2013–14, public consultation was conducted for two proposed legislative amendments.

In February 2014, feedback was sought on a proposal to amend the marine national park (green) zone in the Marine Parks (Moreton Bay) Zoning Plan 2008 to allow shore-based recreational fishing at Scotts Point on the Redcliffe Peninsula. At the close of the public consultation on 24 March 2014 the majority of submissions opposed any change to Scotts Point and other marine park green zones. The minister decided the proposed amendments would not be progressed.

Public consultation occurred between 16 May 2014 and 16 June 2014 on a proposal to amend the Marine Parks Regulation 2006 and Marine Parks (Great Sandy) Zoning Plan 2006 to enable enhanced access for commercial whale watching operators in the Great Sandy and Moreton Bay Marine Parks. The department is reviewing the consultation outcomes and it is anticipated that a final approach will be decided during the 2014–15 period.

### **Funding**

The Queensland Government contributed \$8.4 million to the field management program (FMP) for the Great Barrier Reef in 2013–14.

After receipt and allocation of Commonwealth funding, the department's combined recurrent and capital budget allocation in 2013–14 was \$12.4 million for the Great Barrier Reef FMP. Only a portion of this total is spent on state marine parks. The FMP operates across the Commonwealth Great Barrier Reef marine park, the State Great Barrier Reef coast marine park, island national parks and Commonwealth islands.

An annual operating budget of \$2.0 million (excluding depreciation) was allocated to administer the Act in the Moreton Bay Marine Park. This included \$0.4 million towards the expansion of artificial reefs in the marine park.

An annual operating budget of \$0.9 million (excluding depreciation) was allocated to administer the Act in the Great Sandy Marine Park. This figure varies from the 2012–13 figure (\$0.3 million) due to changes in reporting structure, with the allocation including funds for operational employee-related expenses and vessel operating costs.

### **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 sit adjacent to a number of 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 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 report on the Administration of the *Nature Conservation Act 1992*.

A thorough review of the management planning process has commenced, 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.

The target of having management instruments in place for all island national parks by 30 June 2013 was achieved.

## 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 2013–14 and related information is outlined in Tables B and C.

## Offences and enforcement

In 2013–14, 150 marine park penalty infringement notices were issued. There were three litigations progressed and one matter finalised under the Act, resulting in four prosecutions. A summary of enforcement matters is provided in Table D.

## Information supporting the report on the administration of the *Marine Parks Act 2004* in 2013–14

<b>Table A—Approved management plans that included a marine park (current in 2013–14)</b>
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
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 (Cwlth) 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

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**Notes:**

1 State only permissions relate to the Great Barrier Reef Coast Marine Park, Great Sandy Marine Park and Moreton Bay Marine Park.

2 The number of permits current as at 30 June 2014 includes permits issued prior to 1 July 2013 which remain current as at 30 June 2014.

**Additional information:**

- Tourist program—includes scuba diving, fishing, vessel cruising/roving, vessel charter, snorkelling, sea plane tours.
- Educational program (collecting)—includes school activities e.g. intertidal flora and fauna.
- Harvest fishery—refers to commercial fishing, not 'collecting' bloodworms, aquarium fish, sea stars, beach worms.
- Transfer service (regular public transport only)—includes barges, ferries, aircraft (timetable).
- Operate an aircraft—refers to one-off activities, not sea plane tours or regular transfer services.
- Operate a facility—includes for example tourist pontoons.
- Major works—include port facilities, harbour developments, pipelines, reclamation, removal of mangroves.
- Aquatic event—generally includes 'organised' competitive or community events such as boat races or triathlons.
- Filming/photography—includes commercial filming/photography, TV commercials, advertising, major film/documentary/series productions.
- Collecting—commercial collecting of marine flora and fauna, for example bloodworms, aquarium fish, sea stars, beach worms.
- Other or Another Purpose—can include aquatic events, barge services (freight).

**Table C—(Marine Parks Act 2004); State–Commonwealth Joint<sup>1</sup> Marine Park permissions (permits and agreements) granted, refused, and suspended or cancelled in the year to 30 June 2014**

Category	Permits current <sup>2</sup> as at 30/6/14	Permits issued
Tourist program	776	224
Harvest fishery	40	6
Mooring	195	60
Educational program	45	34
Research	268	105
Installation and/or operation of facilities	112	28
Charter vessel/aircraft <sup>2</sup>	716	197
Removal of threatening species	32	15
Other Activities <sup>3</sup>	252	95
<b>Totals<sup>4</sup></b>	<b>2436</b>	<b>764</b>

**Notes:**

1 'Joint' Marine Parks Act permissions relate to the Great Barrier Reef Marine Park where permissions are issued jointly by the State (Queensland Parks and Wildlife Service) and Great Barrier Reef Marine Park Authority (GBRMPA).

2 Charter vessel/aircraft is a new reporting category in 2013–14, resulting in an effective increase in total number of permits issued. However, this does not represent a major change in the actual activities authorised as many activities are issued both a Tourist Program permit and a Charter vessel permit.

3 'Other Activities' category includes commercial collecting of coral and aquarium fish, carrying out dredging works, carrying out disposal of dredge spoil, navigating a ship and implementing Traditional Use of Marine Resources Agreements.

4 This table does not include vessel notifications (these are a record of action, not an authority resulting from a permit being issued).

**Additional information:**

- Tourist program—includes scuba diving, fishing, vessel cruising/roving, vessel charter, snorkelling, sea plane tours.
- Harvest fishery—refers to commercial fishing, not ‘collecting’ bloodworms, aquarium fish, sea stars, beach worms.
- Educational program —includes school activities e.g. intertidal flora and fauna.
- Installation and/or operation of facilities—includes tourist pontoons.

**Table D—Marine Parks Act 2004 enforcement information for 1 July 2013–30 June 2014**

Category		Number
<b>Penalty Infringement Notices</b>	Number issued	150
	Number withdrawn	6
	Number of Court elects	5
	Number of reviews	1
<b>Formal investigations</b>	Number completed	5
<b>Litigations</b>	Number progressed in 2013-14	3
	Number matters finalised in 2013-14	1

**Marine Parks Act 2004 prosecution results 1 July 2013–30 June 2014**

Party	Statute	Description	Court result		
			Court date	Penalty	Costs
Abel	Marine Parks Regulation 2006	Enter/use marine park for prohibited purpose (2 x s109 MPR)	21/11/13	\$4,000	\$400
Lloyd	<i>Marine Parks Act 2004</i>	Wilfully enter/use marine park for prohibited purpose (4 x s43 MPA)	5/11/13	\$22,000	\$2,400
Blue Planet Safaris Pty Ltd	<i>Marine Parks Act 2004</i>	Enter/use marine park without authority (1 x s44(1)(b) MPA)	25/06/14	\$2,750	\$750
Antony Hanson	Marine Parks (Moreton Bay) Zoning Plan 2008	Anchoring in a no-anchoring zone (1 x s57 MPMBZP)	25/06/14	\$1,500	\$1,250
<b>Total</b>				\$30,250	\$4,800

## Glossary

Term	Definition
Asian Quality Assured Program (positive)	Samples are either from drug administration trials or from positive samples reported by one of the participating laboratories. The program aims to ensure that the contributing racing laboratories have similar capabilities to detect the same drug in the same sample. This program has a research and development focus.
Asian Quality Assured Program positive (and negative)	Samples are sent in a round robin system to other participating laboratories for routine analysis. The purpose of the exercise is to maintain uniformity of testing for the participating laboratories through re-analysis of negative samples from the first laboratory.
Code substance	<p>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.</p> <p>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 the level stated in: an agreement between the accredited facility and the control body; or the control body's rules of racing.</p>
DestinationQ	A partnership between the Queensland Government and the tourism industry. The partnership 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.
Friends of Parks	A program to boost volunteering and voluntourism on Queensland's parks and forests.
Get in the Game	An initiative which supports sport and recreation at the grassroots level.
ISO	An information security standard published by the International Organization for Standardization (ISO) and by the International Electrotechnical Commission (IEC)
Laboratory Information Management System	Used by the Racing Science Centre to manage sample testing results.
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 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.
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.

Nature Play	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.
Protected area	Declared protected areas are those which represent Queensland's biological diversity, outstanding natural and cultural features and wilderness.
Queensland Academy of Sport	An initiative which aims to support the State's elite and identified developing athletes.
Queensland All Codes Racing Industry Board	The control body for thoroughbred, harness and greyhound racing in Queensland.
Senior Executive Service	An employee on a fixed term contract for up to five years between the employee and the Director-General. Their employment conditions are defined by a Directive of the Public Service Commission.
Sports Houses	Affordable office accommodation provided to regional and state sport and recreation tenants at Queensland Government Sports Houses assists with achieving sport and recreation outcomes across Queensland.
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> . This may include, but is not limited to, blood, faecal material, hair, saliva, sweat, tissue, urine and vomit.
Voluntourism	Tourism in which travellers do voluntary work to help communities or the environment in the places they are visiting.

## Acronyms

Acronym	Explanation
AS/NZS	Australian Standard/New Zealand Standard
BACW	Building Active Communities Workshops
BCP	Business and Corporate Partnership Board
CEO	Chief Executive Officer
EMT	Executive Management Team
EOI	Expression of Interest
FHA	Fish habitat area
GAQAP	Get Active Queensland Accreditation Program
GBRMPA	Great Barrier Reef Marine Park Authority

ICT	Information and communications technology
ILUA	Indigenous Land Use Agreement
LIMS	Laboratory Information Management System
NPRSR	Department of National Parks, Recreation, Sport and Racing
QAO	Queensland Audit Office
QAS	Queensland Academy of Sport
QPWS	Queensland Parks and Wildlife Service
QTIS	Queensland Thoroughbred Investment Scheme
SES	Senior Executive Service
WHA	World Heritage Area

## **Financial statements**

**Provided on CD**

