

2019–2020
ANNUAL
REPORT



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September 2020

About our annual report

The Department of Environment and Science Annual Report 2019–20 is an integral part of our corporate governance framework and a key tool in ensuring we are accountable to our partners, the community, stakeholders, and the Queensland Parliament about our activities. It highlights the work, achievements, activities, and strategic initiatives of our department, and satisfies the requirements of Queensland's *Financial Accountability Act 2009*.

This report details our achievements, performance and financial position for the 2019–20 financial year. It aligns with the *DES Strategic Plan 2019–23, 2019–20 Service Delivery Statements* and the Queensland Government's objectives for the community.

Other reporting

Other reports published by our department on an annual basis are now tabled separately and can be found on our website www.des.qld.gov.au

- Report on the administration of the *Marine Parks Act 2004*
- Report on the administration of the *Environmental Protection Act 1994*
- Report on the administration of the *Nature Conservation Act 1992*
- Annual report from the Board of Trustees of Newstead House.
- Regulatory Framework Report

Additional published information

Several annual reporting requirements are addressed by publishing information on the Queensland Government Open Data website. These are:

- consultancies
- overseas travel
- Queensland language services policy.

For further information, please visit <https://data.qld.gov.au>.

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28 September 2020

The Honourable Leeanne Enoch MP
Minister for Environment and the Great Barrier Reef
Minister for Science and Minister for the Arts
GPO Box 2454
Brisbane Qld 4001

Dear Minister

I am pleased to submit for presentation to the Queensland Parliament, the Annual Report 2019–20 and financial statements for the Department of Environment and Science.

I certify that this Annual Report complies with:

- prescribed requirements of the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2019, and
- detailed requirements set out in *Annual report requirements for Queensland Government agencies*.

This report covers the portfolio responsibilities of both the Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts; and the Minister for Employment and Small Business and Minister for Training and Skills Development as they relate to the Department of Environment and Science.

A checklist outlining the annual report requirements can be found at page 53 of the annual report.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jamie Merrick', with a stylized flourish at the end.

Jamie Merrick
Director-General

Message from the Director-General

I am pleased to present the Department of Environment and Science (DES) annual report for 2019–20.

The past year has been dominated by Queensland's response to COVID-19, which impacted both the department's internal working environment and our public-facing services and operations including national parks, arts venues and compliance activities.

It also affected a number of industry sectors that we support and regulate. In response, a range of measures were developed to provide them with much needed operational flexibility as well as funding and fee relief to help sustain jobs.

As part of our support for the whole-of-government response, departmental staff were deployed to the Queensland Government's Community Recovery Ready Reserves and Public Service Commission Employee Mobilisation programs to support the health response to the pandemic.

The department has also supported the state's economic recovery strategy of building vital infrastructure, strengthening Queensland's industries and enabling future growth through a range of initiatives including the National Parks Works and Jobs Boost, Arts and Cultural Recovery Package and Reef Assist program.

During 2019–20, Queensland also experienced an unprecedented bushfire season with more than 8000 fire events across the state. Fire crews from the department's Queensland Parks and Wildlife Service played a critical role in the frontline response efforts, being deployed to all major fires and often working around the clock to support Queensland Fire and Emergency Services. Staff from across the agency also provided essential support in areas such as incident response, operations and public information teams. I would like to acknowledge all those involved in the response effort for their tireless work and dedication in helping to protect and support affected communities.

Despite these significant challenges, we have delivered on a number of our strategic priorities including:

- Arts, cultural and creative sectors roadmap
- Land Restoration Fund
- Plastic Pollution Reduction Plan
- Biodiscovery Act reforms
- Native animal licensing regulations
- Financial assurance and mine rehabilitation reforms
- Ecotourism projects and nature-based recreation opportunities
- Queensland Reef Water Quality Program and enhanced Reef protection regulations

This year, we also released the Gurra Gurra Framework 2020–2026 as part of our commitment to acknowledge, respect and partner with Queensland's First Nations peoples. It aims to foster deeper cultural understanding within our agency and improve the way we do our business. We continued to keep our communities safe and healthy and protect the state's natural and cultural values through our frontline services.

I would like to thank the department's staff and the executive leadership team for their unwavering commitment to deliver high quality services and better environmental and cultural outcomes for all Queenslanders.

Jamie Merrick

Who we are

Our purpose

The vision of the DES is for the environment, science and the arts to enrich Queenslanders' lives now and into the future. We work with First Nations peoples, communities, stakeholders and government to achieve a better environmental, economic and social future for Queensland. We do this by:

- protecting and managing Queensland's environment and natural, cultural and heritage values
- safeguarding the state's environmental values and reducing any impacts from environmental harm
- promoting the development of, and engagement with, science, heritage and the arts.

DES contributes to Queensland's economic prosperity by enabling sustainable development, supporting the science and arts sectors, and promoting nature-based tourism. We enrich Queensland's community life by supporting vibrant cultural and artistic experiences, protecting significant heritage places and providing opportunities to connect with our stunning natural environments.

The department was established in December 2017 under the *Public Service Act 2008*, Part 2, Division 2 – Administrative Arrangements Order (No 3) of 12 December 2017.

Our operating environment

The context for the department's activities in 2019–20 has been dynamic and without precedent. It has included:

- rapid reprioritisation of people and resources to support the COVID-19 health response and economic recovery efforts
- intensive work to ensure COVID-safe operations in National Parks and cultural institutions
- ensuring as the Environmental Regulator, that business and industry had the flexibility to respond to COVID restrictions whilst preventing environmental harm and nuisance
- providing stimulus support to key sectors heavily impacted by the pandemic such as the arts and the university sectors

- anticipating and managing the accelerating effects of climate change on natural systems and communities – most notably in being on the frontline during the recent bushfire season and responding to unprecedented demand for real-time air quality information.

Our services

Our department delivers its services through the following five service areas:

Environmental Protection Services

We work to avoid, minimise or mitigate negative impacts on the environment. We do this by designing, applying and monitoring strategies, standards and regulations that guide the operations and activities of businesses, individuals, and state and local governments.

Parks, Wildlife and Conservation Services

We manage and conserve protected areas, marine parks, fish, and wildlife habitats to safeguard their ecological and cultural values. We do this by partnering with First Nations peoples to co-steward and incorporate knowledge in land and sea management. We manage recreation areas and the use of state forest resources and facilitate sustainable recreational opportunities, nature-based tourism and ecotourism. We protect and preserve the diversity and integrity of Queensland's ecosystems. We work to ensure the conservation status of native species is maintained or enhanced and their use is adequately controlled.

Science

We support science and research partnerships in Queensland, and provide trusted scientific knowledge, information and advice to support government priorities. We work closely with the Queensland Chief Scientist to inform Queensland's science strategy and promote science in the state, including science, technology, engineering and mathematics (STEM) education. We provide oversight of the department's digital capability and ensure digital insights are harnessed to improve organisational performance.

Arts Queensland

We support Queenslanders' access to arts and culture to enable growth of the arts sector and a community that values the arts. We manage investments in individual artists and arts and cultural organisations, provide public spaces for arts production and engagement, maintain Queensland's premier cultural assets, and provide policy advice to the Queensland Government on arts and culture.

Heritage Protection Services

We protect the state's historical cultural heritage and promote it for present and future generations, in line with the Queensland Heritage Strategy: protecting, investing in, and connecting Queensland's story.

Our contribution

In 2019–20, our work directly contributed to the government's community objectives in *Our Future State: Advancing Queensland's Priorities* through:

Protect the Great Barrier Reef

- improving water quality in partnership with Australian and local governments, industry, natural resource management groups, research, community and private organisations
- managing the Great Barrier Reef Marine Park jointly with the Australian Government

Create jobs in a strong economy

- facilitating sustainable development
- supporting nature-based, eco-friendly, heritage, arts and cultural tourism
- partnering with First Nations peoples to manage and protect significant land and sea areas
- managing and promoting national parks as tourist destinations
- supporting the transition to a knowledge-based and low-carbon economy
- supporting the development of new recycling markets and infrastructure
- facilitating new and innovative commercial partnerships in the circular economy
- supporting and promoting artists, and arts and cultural organisations
- investing in next generation research infrastructure that supports collaboration between universities and businesses

Keep Queenslanders healthy

- monitoring and regulating for clean and healthy air, land and water
- promoting active recreation in parks and forests
- responding to natural disasters and threats to the environment, including pollution

Keep communities safe

- managing human interaction with dangerous wildlife, such as crocodiles
- preventing pollution and nuisance impacts on communities
- ensuring the health and safety of Queenslanders with air, water, storm tide and wave monitoring

Give all our children a great start

- giving children the opportunity to experience and learn about the natural environment and cultural and heritage values
- providing parks with open space, walking and cycling tracks for children of all ages to connect with nature and improve mental and physical well being
- supporting arts programs and promoting STEM
- working with local councils and communities to give children access to quality arts and culture

Be a responsive government

- engaging, collaborating, and partnering with First Nations peoples and key stakeholders to reduce Queensland's contribution to climate change and deliver adaptation programs
- identifying and investigating non-compliance with Queensland's environmental laws
- conserving nature and heritage, managing parks and forests, and protecting marine and island ecosystems
- implementing international best practices in conservation area management through the Values-Based Management Framework (VBMF)
- protecting urban and natural areas with fire management in parks and forests
- ensuring decision-making is based on the best available science

Our values

The department's work is underpinned by government-wide values:

	Customers first <ul style="list-style-type: none">• Know your customer• Deliver what matters• Make decisions with empathy
	Ideas into action <ul style="list-style-type: none">• Challenge the norm and suggest solutions• Encourage and embrace new ideas• Walk across boundaries
	Unleash potential <ul style="list-style-type: none">• Expect greatness• Lead and set clear expectations• Seek, provide and act on feedback
	Be courageous <ul style="list-style-type: none">• Own your actions, successes and mistakes• Take calculated risks• Act with transparency
	Empower people <ul style="list-style-type: none">• Lead, empower and trust• Play to everyone's strengths• Develop yourself and those around you

Our leaders

Jamie Merrick

Director-General

Under the *Financial Accountability Act 2009*, the Director-General is accountable to the Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts for the efficient, effective, and financially responsible performance of DES.

Kirsten Herring

Deputy Director-General, Arts and Heritage

Kirsten oversees the department's investment and policy activities in the arts and preservation of the state's heritage assets. This includes the Queensland Government's investment in the Queensland Cultural Centre and funding of major arts companies. Kirsten provides corporate governance support to the state's arts statutory bodies, government-owned companies, and the Queensland Heritage Council. She also manages arts and heritage investment programs.

Karen Hussey

Deputy Director-General, Environmental Policy and Programs

Karen is responsible for developing and coordinating policy, strategy and legislation relating to the environment and conservation. She oversees the delivery of strategic programs, such as the Advancing Queensland Priority—Protect the Great Barrier Reef, by reducing Queensland's contribution to climate change and improving water quality. She also leads policy and on-ground programs such as waste avoidance and resource recovery, climate change adaptation, environmental offsets, mine rehabilitation, koala conservation and State of Environment reporting. Karen was appointed to the role in May 2020. Prior to this, the role was filled by Tony Roberts.

Rob Lawrence

Deputy Director-General, Environmental Services and Regulation

Rob leads the department's environmental regulatory program, ensuring it is targeted, consistent and transparent. He ensures that frameworks and services are in place to support sustainable development and strong environmental performance. Rob is also responsible for managing environmental risks through a proactive compliance and enforcement program. This includes 24/7 issues reporting and incident response, and strong litigation capabilities to respond to serious breaches.

Dean Ellwood

Project Executive Regulatory Reform

Dean is leading a review of the department's regulatory framework, capacity and performance to ensure Queensland's environmental framework is consistent with regulatory best practice.

Ben Klaassen

Deputy Director-General, Queensland Parks and Wildlife Service and Partnerships

Ben leads the management of Queensland's parks and forests, including partnerships with First Nations peoples to protect cultural values, support sustainable use and provide nature-based activities opportunities. He is also responsible for protecting threatened species, managing the interaction between people and protected species, overseeing management of selected World Heritage sites, and leading the Queensland Indigenous Land and Sea Ranger program. Ben also delivers the Great Barrier Reef Joint Field

Management Program, in partnership with the Australian Government.

Mark Jacobs

Deputy Director-General, Science and Technology

Mark leads the provision of scientific and technical advice and services to government agencies on environmental, natural resource and climate matters. This advice underpins agency decision-making and legislative responsibilities. He provides oversight of the department's digital capability and ensures digital insights are harnessed to improve organisational performance. Mark is responsible for managing investment in the science sector in close collaboration with the Queensland Chief Scientist.

Susan Chrisp

Deputy Director-General, Corporate Services

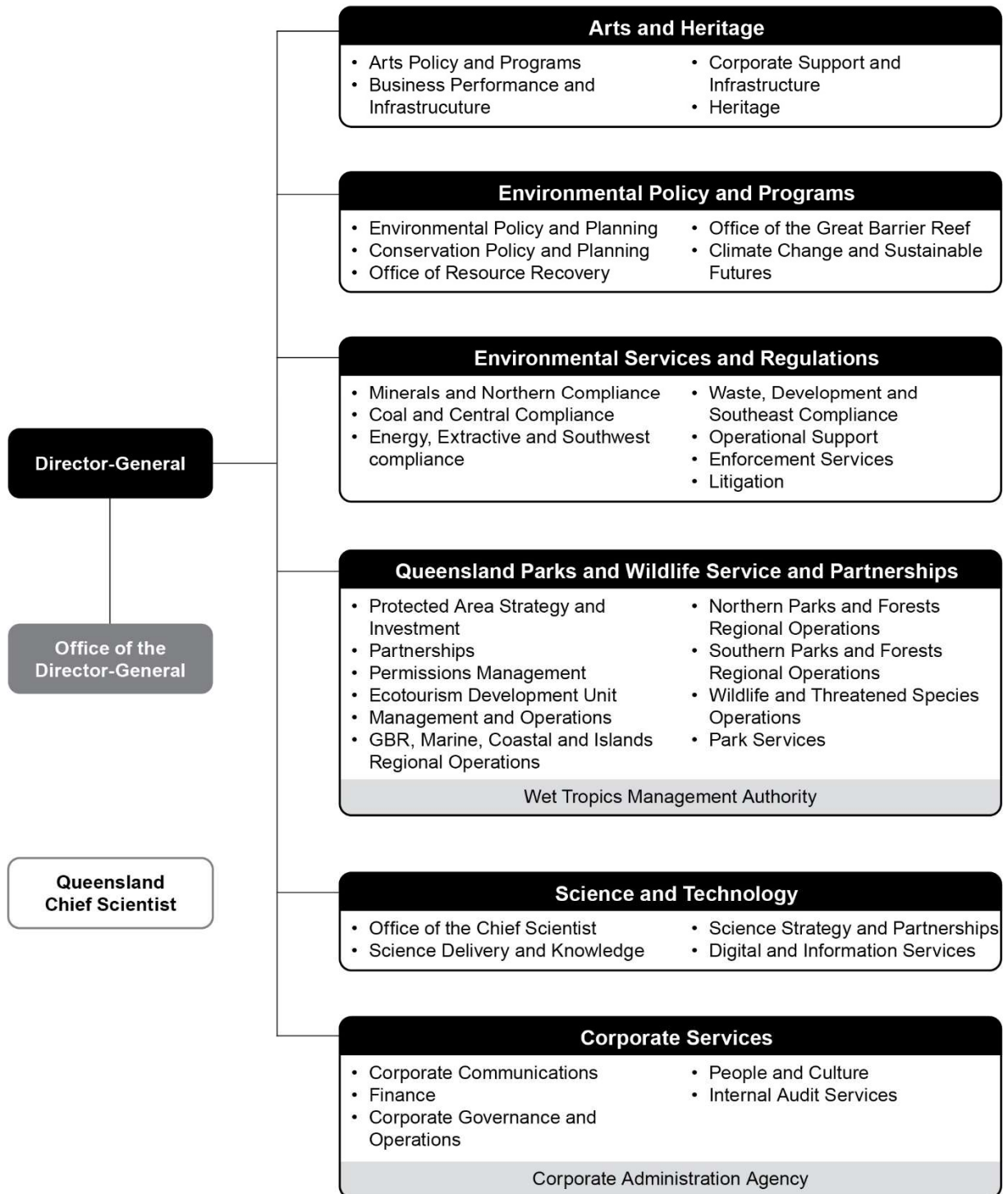
Susan is responsible for developing and implementing corporate capability and governance frameworks that enable the department to meet its strategic objectives. Her role includes developing and implementing best practice policies, programs and systems to enable effective and efficient management of the department's financial, human, information and physical resources.

Paul Bertsch

Interim Queensland Chief Scientist

Paul was responsible for providing leadership in science policy development and implementation and provided high-level, strategic advice to the Queensland Government on the role of science, research and innovation in meeting the state's economic challenges. The Queensland Chief Scientist is a whole-of-government position that also provides advice on maximising opportunities from the government's investment in research and development. As the Chief Scientist role is part-time, Paul also maintained his role as Deputy Director, Science, of the Land and Water Business Unit, CSIRO. Paul was Interim Queensland Chief Scientist from February 2019 to 30 June 2020.

Our structure



Our performance

This section highlights the department's achievements against the objectives outlined in the *DES Strategic Plan 2019–23*:

- Lead climate change action
- Protect the Great Barrier Reef
- Conserve Queensland's protected areas and biodiversity
- Strengthen our partnerships with First Nations peoples
- Protect the health of the environment and our communities
- Promote engagement with the arts and heritage
- Strengthen and harness Queensland's scientific excellence

Lead climate change action

The Queensland Government is committed to playing its part in the global effort to address the impacts of climate change and ensure the long-term viability of our economy, communities and industries. Under the Queensland Climate Transition Strategy, the State is working towards a target of achieving a zero net emissions economy by 2050.

Queensland's Climate Adaptation Strategy provides a framework for managing risks and harnessing opportunities that arise from a changing climate.

Informed by climate science, we are looking for opportunities to encourage innovation and the uptake of low and zero carbon technologies. The government's commitments, programs and initiatives help build the resilience of businesses and communities across all sectors and regions to face the impacts of a changing climate, including more extreme weather events and a decarbonising global economy.

The Queensland Government is also leading by example, reducing emissions from government operations, discovering low carbon opportunities and being a catalyst for innovation and change.

Outcome indicators

Contribution towards the government's target of:

- 30% reduction in net greenhouse gas emissions by 2030
- Zero net emissions by 2050

Key activities in 2019–20

We led whole-of-government climate change transition and adaptation strategies to address the risks and impacts of climate change and ensure the long-term viability of our economy, communities and industries. This year we:

- developed a Small and Medium Enterprise Sector Adaptation Plan (SAP) and a sector adaptation report that identify risks and opportunities, share knowledge and encourage collaboration
- supported local governments to plan for, and respond to a changing climate through the five-year Queensland Climate Resilient Councils program with the Local Government Association of Queensland
- published emissions data for the Queensland Government to help identify emissions reduction opportunities across government
- supported the ClimateWorks Australia Decarbonisation Futures project to build a national evidence base for emissions modelling and analysis
- developed a material flow analysis framework for the Queensland economy to identify, characterise and map the use of materials which will help to inform circular economy opportunities and waste reduction
- enhanced the Queensland Future Climate Dashboard with moderate and high emissions projections to inform climate

adaptation by authorities, industries and communities

- incorporated behavioural and social science expertise into the Drought and Climate Adaptation Program to help the Queensland grazing industry adapt to changing conditions
- enhanced the Long Paddock website to enable users to look at maps of drought conditions, rainfall and pasture growth for the period leading into the current drought and produced a historical perspective of drought conditions in Queensland since 1964.

We helped deliver climate transition and adaptation strategies, delivering co-benefits such as developing more sustainable and resilient landscapes, businesses and regional economies. This year we:

- established the Land Restoration Fund, delivering on the government's commitment to invest in Queensland carbon farming with co-benefits
- launched the first Land Restoration Fund investment round for carbon farming projects
- invested in 12 pilot projects that are demonstrating the potential for carbon farming in Queensland and pathways for landholder involvement
- continued delivering the highly successful ecoBiz Program to help small and medium businesses improve resource efficiency and lower operating costs for water, energy, and waste, with the Chamber of Commerce and Industry Queensland.

We raised awareness of the risks and opportunities associated with climate transition and adaptation through a series of forums and events. This year we:

- held and supported forums across Queensland including Carbon Farming Forums, Communities in Transition, and ecoBiz Leaders' Forums
- held a series of 17 Land Restoration Fund workshops across regional Queensland, attended by over 850 people, to support land managers, farmers and landholders in considering carbon farming projects
- published a report investigating barriers to the adoption of drought resilient strategies, commissioned under the Government's Drought and Climate Adaptation Program
- provided more than 2,000 property-based FORAGE reports per month to landholders,

incorporating satellite-derived ground cover data and pasture alerts.

We supported collaboration across government, business, research and community sectors to enhance climate action. This year we:

- continued implementation of the QCoast₂₁₀₀ program with 31 councils now funded to develop coastal hazard adaptation strategies and increased funding to assist Indigenous councils, especially in Far North Queensland
- delivered the Communities in Transition pilot program in six regional Queensland communities to identify viable and sustainable economic development pathways and projects for regional Queensland. This was in partnership with the University of Southern Queensland, James Cook University, the CSIRO and the EcoEfficiency Group
- delivered the Great Barrier Reef Island Resort Decarbonisation Program on Great Keppel, Magnetic, Palm and Masig islands
- established the Queensland Climate Ready program to increase climate risk readiness in government departments, in partnership with Griffith University
- commenced trials to test the effectiveness of artificial rain and shading in reducing sand temperatures to safe levels for the conservation of marine turtles.

Protect the Great Barrier Reef

The Great Barrier Reef is an internationally treasured natural wonder and an Australian icon with high value for tourism and recreation. It also has special significance to First Nations peoples, who have lived within the Reef's catchments for thousands of years and have a continuing connection to their land and sea country.

The Reef is facing significant threats that are taking a measurable toll on the condition of Reef ecosystems. Climate change is the most significant threat to the Reef, which experienced its third mass bleaching event in five years during the 2020 summer. Land-based run-off, particularly sediment and nutrient pollution, continues to be a key driver of poor Reef health.

Queensland is playing its part to tackle climate change as part of global efforts. The Queensland Government is also taking action to reduce sediment and nutrient run-off under the Reef 2050 Water Quality Improvement Plan and implementing the joint Australian and Queensland Government Reef 2050 Long-Term Sustainability Plan and Field Management Program of the Great Barrier Reef Marine Park.

Outcome indicators

Contribution towards the government's target of:

- 60% reduction in anthropogenic end-of-catchment dissolved inorganic nitrogen loads
- 25% reduction in anthropogenic end-of-catchment loads of sediment

Key activities in 2019–20

We led work towards meeting 2025 water quality targets in the Reef 2050 Water Quality Improvement Plan 2017–22. This year we:

- introduced regulations to increase the uptake of land management practices that reduce nutrient and sediment run-off from Reef catchments
- set sediment and nutrient pollution load limits for each of the 35 Reef river basins to guide future assessment decisions about environmentally relevant activities
- regulated minimum agricultural practice standards for sugarcane, banana and beef cattle production, staged to take effect over three years from December 2019
- held Reef regulations information and consultation sessions with peak agricultural and industrial representative bodies, individual farmers, conservation groups, local governments, natural resource management bodies, agricultural advisers and fertiliser resellers
- worked alongside the agricultural sector to increase voluntary adoption of improved farm management practices
- supported innovative approaches to reducing pollutant run-off and helped landholders implement changes
- coordinated the Reef Compliance Program across regulated catchments and completed 136 compliance activities in the Wet Tropics and Burdekin Dry Topics catchments and

82 in the Mackay and Whitsunday catchments

- transitioned the Reef Compliance Program to implement compliance activities for sugarcane growers from December 2019, in line with Phase 1 of the 2019 Reef Protection Measures.

We led the implementation of the Queensland Reef Water Quality Program, the government's program of actions to improve the quality of water flowing from Reef catchments into the Reef lagoon. This year we:

- continued funding the SmartCane Best Management Practice program, which reached 500 accredited growers and engaged individual sugarcane growers as part of the Reef compliance program. This has reached more than 650 growers and around 32% of sugarcane areas in the Wet Tropics, Burdekin and Mackay Whitsunday regions since 2017
- launched the Grazing Resilience and Sustainable Solutions (GRASS) program to support graziers in Burdekin, Fitzroy and Burnett Mary regions, with three natural resource management bodies and the Department of Agriculture and Fisheries released the 2017 and 2018 Reef Water Quality Report Card via an interactive web-based platform, demonstrating progress toward water quality targets

- completed a challenge that sought innovative solutions to coral abundance, funded with the Australian Government
- commenced coral and marine water quality monitoring led by the Gidarjil Development Corporation using Indigenous Sea Rangers.

We provided leading-edge science that informed government decisions to protect the Reef. This year we:

- monitored sediment, nutrient and pesticide pollutant loads across Reef catchments
- installed nitrate probes at eight Reef sites increasing the number of water quality monitoring stations and expanding the Reef wetland condition monitoring program to 111 wetlands
- developed comprehensive land suitability assessments for Reef catchments and an online tool to help people interpret this information
- partnered with Traditional Owners to transition the East Trinity acid sulfate soil remediation site to long-term remote monitoring
- analysed 21,608 water, soil, sediment and plant samples from Reef catchments at the department's Chemistry Centre, involving over 67,851 tests and analyses
- evaluated the impact of enhanced efficiency fertilisers on crop nutrient use, which affects water quality and greenhouse gas emissions
- developed scientific tools to help primary producers manage nutrient and fertiliser use.

We led the implementation of the Reef 2050 Long-Term Sustainability Plan (Reef 2050 Plan) in partnership with the Australian Government, and its five-year review. This year we:

- ensured Reef strategic planning involved experts and other stakeholders, including the Reef 2050 Advisory Committee, Reef 2050 Independent Expert Panel, Reef Water Quality Independent Science Panel and Traditional Owners
- procured modelling on the future health of Reef corals under varying climate change scenarios to test different management efforts, such as improving water quality and controlling crown-of-thorns starfish
- reported to the UNESCO World Heritage Centre on the state of conservation of the Reef World Heritage Area, with the Australian Government
- recorded 613 marine animal stranding reports, including 11 high priority (dugongs, Australian snubfin and Australian humpback

- dolphin) marine strandings in the Great Barrier Reef, eight high priority in the Moreton Bay Marine Park, and six high priority in the Great Sandy Marine Park
- conducted 1,052 dedicated Reef compliance patrols to deter illegal activity, with resulting compliance action including 133 infringement notices, 30 warning notices, 58 caution notices, 402 advisory letters and 45 court prosecutions
- delivered 1,980 Reef Health and Impacts Surveys to assess the health of the Great Barrier Reef, including 108 surveys to inform coral bleaching situational awareness and 956 surveys to inform crown-of-thorns starfish control activity
- conducted 223 bird surveys across 149 locations in the Great Barrier Reef to monitor seabird and shorebird populations and inform island management
- analysed 40 years of monitoring data from key seabird colonies in the Reef and completed an assessment of seabird nesting site protection and management
- commenced an assessment of key turtle nesting site protection and management
- continued implementing the Raine Island Recovery Project, a five-year collaboration with BHP, the Great Barrier Reef Marine Park Authority, Wuthathi and Meriam Nation (Ugar, Mer, Erub) Traditional Owners, and the Great Barrier Reef Foundation with positive results for turtle recruitment
- delivered new and improved visitor opportunities with completion of Tongue Point walking tracks that lead to the iconic Hill Inlet lookouts, Chalkie's Beach Lookout and walking trail, South Whitehaven walking trails that lead to the new South Whitehaven Lookout, Connors Bluff day use area on Curtis Island, an upgrade to Cooks Lookout walking track on Lizard Island and repairs to the historic Magnetic Island Forts.

Conserve Queensland's protected areas and biodiversity

Queensland is home to some of the most remarkable ecosystems and species on Earth. The Queensland Government is committed to protecting this unique environment in partnership with First Nations peoples. For First Nations peoples, Country and culture are indivisible. Queensland is the beneficiary of their stewardship of Country over many thousands of years.

Much of Queensland's economic strength depends on these natural assets. Our multi-billion-dollar tourism industry relies on our capacity to protect and present our remarkable natural environment. Our agricultural sector, and many of our regional communities' culture and heritage, are underpinned by healthy ecosystems.

Despite its importance, the strength and resilience of our biodiversity is declining. That is why the Queensland Government is committed to improving the management of biodiversity, threatened species and protected areas, and supporting nature-based tourism and recreation.

Outcome indicators

- Key natural and cultural values are maintained or improved
- Increased percentage of Queensland's land area that is protected

Key activities in 2019–20

We set policies and deliver programs that protect Queensland's natural and cultural values and ecosystems. This year we:

- continued to develop a Protected Area Strategy to establish the strategic direction to conserve Queensland's terrestrial biodiversity, support connection to Country and enhance visitor experiences
- developed an enhanced bushfire management program, including establishing the agency's first standalone fire team dedicated to delivering priority planned burns and bushfire suppression
- expanded the planning program under the VBMF to facilitate best practice adaptive management of protected areas and forests
- established a professional co-designed planning process with First Nations peoples for the development of 'Guideline for Partnering with First Nations peoples for Management Planning' and 'Planning User Guide' and demonstrated through the publication of co-designed management instruments for Mt Coolum National Park, Rungulla National Park and Canyon Resources Reserve, and draft planning instruments for Currawinya National Park, Naree Budjong Djara National Park and Raine Island National Park (Scientific)
- completed a three-year scientific monitoring program of estuarine crocodile populations, the results from which will be used to inform future crocodile management arrangements
- administered and conducted compliance in relation to over 34,600 wildlife authorities under the *Nature Conservation Act 1992* and subordinate regulations
- supported an independent expert scientific panel review of the Fraser Island Dingo Conservation and Risk Management Strategy Implementation Plan to ensure it continues to include best available science and management techniques
- remade the zoning plan for the Moreton Bay Marine Park to replace the previous Marine Parks (Moreton Bay) Zoning Plan 2008
- made amendments to the declared Fish Habitat Area provisions of the Fisheries (General) Regulation 2019 for consistency and clarification
- acquired 3,392 hectares of land to add to Mount Walsh National Park, expanding the habitat for numerous listed species and contributing to a remnant vegetation tract that is one of the largest in the region
- increased the state's protected area estate by approximately 43,013 hectares through the dedication and declaration of protected areas under the *Nature Conservation Act 1992*
- developed a digital, in-the-field system to schedule, capture and store data for key natural, cultural and visitor values
- continued to develop a strategic policy framework for third party development and infrastructure on QPWS estate, covering industries such as electricity supply, telecommunications, mining, petroleum and gas.

We improved the management of biodiversity and threatened species to further protect our native flora and fauna. This year we:

- developed a new Threatened Species Program designed to enhance the recovery of threatened species
- progressed a review of the Environmental Offsets Framework to enhance the establishment of a functioning environmental offsets market in Queensland
- continued the 10-year review of native wildlife regulations under the *Nature Conservation Act 1992* to improve Queensland's native animals licencing framework
- reviewed existing river protections for the Lake Eyre Basin with Traditional Owners, stakeholders and communities
- dedicated 357 hectares of state forest as part of Tewantin National Park, under the Yurol Ringtail Forest Conservation Project
- refurbished the Moggill Koala Rehabilitation Centre, consistent with its role as a specialist facility dealing with koala disease treatment as part of the South East Queensland Wildlife Hospital Network
- increased penalties for feeding and disturbing dingoes on K'gari (Fraser Island)
- implemented the Cass-o-Wary Public Safety campaign in Far North Queensland
- researched flying-fox behaviour and travel patterns (using satellite tracking) with the CSIRO as part of a project to improve flying-fox management
- completed a comprehensive review of the framework for managing flying-fox roosts, involving extensive consultation with key stakeholders, including local governments, conservation groups and wildlife carer groups
- continued to support the RSPCA 1300 ANIMAL Hotline for the referral of and response to calls regarding sick, injured, orphaned or dead native animals
- monitored population trends and identified threats for five species of marine turtle nesting populations throughout Queensland
- commenced new nest protection programs to enhance the conservation of the critically endangered white throated snapping turtle in the Fitzroy-Burnett-Mary catchment
- through the Nest to Ocean Turtle Protection Program, extended the protection of marine turtle nests from predation at priority sites in partnership with Traditional Owners and natural resource management bodies
- commissioned Griffith University to undertake a comprehensive review of contemporary knowledge and policy related to the use of translocation as a management intervention

for wildlife conservation and management in Queensland

- digitised over 125,000 plant specimens, with high resolution digital images freely available to the community, schools, universities and other collaborators
- modernised the Queensland Herbarium's 870,000 specimen database
- published 27 scientific papers describing 30 Queensland plant species new to science
- provided updated scientific information on key ecosystems, regrowth areas, essential habitats and wetlands to support the updated *Vegetation Management Act 1999*.

We improved the management of biodiversity and threatened species to reverse the decline of koala populations in Queensland. This year we:

- released the draft South East Queensland Koala Conservation Strategy for public consultation
- introduced strong regulatory protections for koala habitat areas in South East Queensland, which prohibit clearing of habitat in Koala Priority Areas
- supported the Koala Advisory Council, which met four times in the 2019–20 financial year, with representatives from state and local governments, non-government organisations, industry and the community
- entered into a partnership with the Queensland Trust for Nature to restore and rehabilitate areas suitable for koalas
- delivered comprehensive surveys of South East Queensland koala populations and managed properties acquired for koala habitat rehabilitation in preparation for their transition to conservation park or nature refuge
- hosted over 83,000 visitors through the Daisy Hill Koala Education Centre and presented educational talks to over 9,000 members of the public (the centre was closed from 19 March 2020 and reopened on 13 July 2020 in response to the COVID–19 pandemic)
- continued to support the ongoing operations of the South East Queensland Wildlife Hospital Network in coordinating the treatment and care of sick, injured and orphaned koalas and other wildlife and arrangements for their return to the wild.

We improved protected area management practices and enhanced partnerships with key stakeholder groups. This year we:

- declared 14 new nature refuges and amended two existing nature refuges to add over 20,500 hectares to the private protected area system, increasing the total number of nature refuges in Queensland to 534, covering 4.47 million hectares
- delivered a capital works program comprising more than 400 projects to enhance visitor access and better manage our parks and forests
- prepared a compliance strategy for Bribie Island National Park
- progressed the VBMF Implementation Projects for Currawinya, Noosa and Boodjamulla National Parks
- progressed World Heritage Strategic Plans for K'gari (Fraser Island), Gondwana Rainforests of Australia and Australian Fossil Mammal Sites – Riversleigh section and Riversleigh World Heritage Areas
- secured fee relief for commercial tourism operators in response to the COVID-19 outbreak
- undertook water compliance patrols in Great Sandy and Moreton Bay Marine Parks with Queensland Boating and Fisheries, First Nations peoples and volunteers, with Rangers issuing 125 warnings and 76 infringement notices over 284 compliance days
- continued to provide governance and land management support to 25 Cape York Peninsula land trusts and Aboriginal corporations
- with the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC), developed the Minjerribah (North Stradbroke Island) Protected Area Expansion Strategy and introduced new vehicle access permit fee arrangements to support management of the Minjerribah Recreation Area by Quandamooka people.

We supported nature-based tourism and recreation opportunities so that visitors can participate in a variety of activities and learn about conservation. This year we:

- progressed Queensland Ecotourism Trails projects at Cooloola Great Walk (Great Sandy National Park), Thorsborne Trail (Hinchinbrook National Park), Whitsunday

Island National Park and Wangetti Trail between Palm Cove and Port Douglas completed the Scenic Rim Trail and associated ecotourism facilities in Main Range National Park

- finalised procurement arrangements to enable rejuvenation of Green Mountains Campground (Lamington National Park) to commence
- completed a two-year redevelopment of the Mon Repos Turtle Centre, providing a unique ecotourism experience
- provided wildlife experiences and broader park recreational activities at Walkabout Creek Discovery Centre for just over 100,000 visitors (data from July – December 2019 due to COVID-19 closures)
- partnered with SEQWater to establish a new captive breeding program for Queensland's vulnerable Richmond Birdwing Butterfly at David Fleay Wildlife Park
- supported local charity, Trek2Health, through provision of a home base at Walkabout Creek Discovery Centre's Heritage precinct
- developed a new cultural tour at David Fleay Wildlife Park within the MyRanger app
- finalised implementation of the current Gateway Visitor Centre Master Plans
- upgraded key Gateway Visitor Centre infrastructure and exhibits to meet latest exhibiting animal standards
- developed a new e-newsletter to promote park and attraction experiences and conservation messaging to existing camping customers and new audiences
- supported visitor safety and compliance messaging across social and digital channels particularly during the unprecedented 2019–20 bushfire season and other natural events including drought, flooding and a pandemic.

Strengthen our partnerships with First Nations peoples

We work in partnership with First Nations peoples to safeguard ecological and cultural values across the landscape. We acknowledge and respect First Nations peoples' lived experience, their knowledge, skills and expertise, and incorporate First Nations perspectives into the systems, policies and programs that guide land and sea management. We are committed to ensuring the cultural capability of staff across the Department to contribute to strengthening partnerships and conservation outcomes.

Outcome indicators

- Increased number of co-stewardship agreements
- Increased employment of First Nations peoples in DES

Key activities in 2019–20

We partnered with First Nations peoples to manage and conserve Queensland's parks, forests, ecosystems and species. This year we:

- increased support for establishing partnerships with First Nations peoples, to incorporate Country, culture and community considerations into Values-Based Management Framework planning state-wide
- continued implementing the Cape York Peninsula Tenure Resolution Program by negotiating the transfer of Cape York Peninsula national parks and other land to Aboriginal ownership and jointly managed protected areas
- worked with First Nations groups to manage fire on protected areas across Queensland, including joint management arrangements on Cape York Peninsula and Minjerribah (North Stradbroke Island)
- developed processes and procedures to ensure the involvement of First Nations peoples in the strategic management of the Gondwana Rainforests of Australia, Fraser Island (K'gari) and Australian Fossil Mammal Sites - Riversleigh section World Heritage properties
- signed a cooperation plan for management of the Pine River Bay declared Fish Habitat Area with the Central and Western Thanakwith People, the Mokwiri Aboriginal Corporation and the Napranum Aboriginal Shire Council—a first for a declared Fish Habitat Area
- developed a new fee-for-service works agreement with the Yirrygandji People to deliver seabird monitoring on Michaelmas Cay
- engaged First Nations peoples to explore ecotourism opportunities in national parks for the environmental, social and economic benefit of Traditional Owners and regional communities

- supported the Queensland Indigenous Women's Ranger Network to bring together nearly 50 women in September and March to share and learn.

Together with the QYAC we have:

- developed a Memorandum of Understanding to collaboratively manage Quandamooka Sea Country in Moreton Bay
- developed the Mulgumpin (Moreton Island) Indigenous Management Agreement, providing the agreed joint management framework for the island's protected areas
- supported and partnered with QYAC to lead the development of a World Heritage Tentative List Submission for Quandamooka Country
- developed the Minjerribah Protected Area Expansion Strategy to expand national park and other protected areas on Minjerribah (North Stradbroke Island)
- funded QYAC to implement the Minjerribah (North Stradbroke Island) township fire management strategies.

We supported employment opportunities within DES for First Nations peoples. This year we:

- commenced a three-month placement of Land and Sea Rangers within QPWS management teams, starting with Gidarjil Land and Sea Country Rangers in Gladstone
- created two new Indigenous Identified positions to bring First Nations knowledge and expertise to the Great Barrier Reef Field Management Program
- continued to partner with Wuthathi and Meriam Nation Traditional Owners on the Raine Island Recovery Project, with 114 days employment for rangers and with Umplia Traditional Owners on new turtle research

- worked with eight Traditional Use of Marine Resources Agreement groups to manage sea country in the Reef.

We respect First Nations peoples' knowledge of land and sea country and incorporate it into our protected area management practices. This year we:

- allocated grants to 19 Indigenous organisations (representing 24 communities) for more than 100 Indigenous land and sea rangers across Queensland
- delivered the 2019–20 round of Looking After Country grants across seven First Nations communities
- developed, in partnership with the Kabi Kabi First Nations people, a management plan for Mt Coolool National Park
- developed, in partnership with the Ewamian People, management statements for Rungulla National Park and Canyon Resources Reserve
- provided funding to support the Butchulla Aboriginal Corporation to undertake cultural heritage surveying on K'gari
- worked in partnership with the Department of Agriculture and Fisheries and the Butchulla Aboriginal Corporation's Land and Sea Rangers to progress training for myrtle rust identification on K'gari (Fraser Island)
- developed a cultural protocol video with First Nation partners in the Flinders–Howick Island groups to enhance the cultural awareness of DES rangers working in sea country.

We worked to embed First Nations peoples' knowledge and leadership in our systems, policies and programs to enrich conservation actions and further develop our cultural capability. This year we:

- finalised and launched the Gurra Gurra Framework 2020–2026 to support the department's reframing of relationships with First Nations peoples
- supported the repatriations of First Nations' language across our business appropriately guided by First Nations peoples
- continued to progress the co-naming of national parks with First Nations peoples
- undertook initial co-design of the Co-stewardship Framework for further development in 2020–21
- undertook extensive consultation with First Nations peoples to develop a framework for an Indigenous Waste Strategy

- reviewed existing river protections for the Lake Eyre Basin, with Traditional Owners, stakeholders and communities
- increased support to establish and/or enhance partnerships with First Nations peoples for existing and new VBMF planning projects, providing adequate opportunities to engage with, and make decisions about, park management planning on Country
- finalised and commenced implementing an Indigenous employment and development strategy 2019–2022 for the northern parks and forests region
- made improvements to the Cape York Peninsula Tenure Resolution Program to support Traditional Owners during the transfer of land to Aboriginal ownership and joint management of national parks
- drafted amendments to the *Biodiscovery Act 2004* to improve opportunities for Biodiscovery entities to comply with international law and work with First Nations peoples to recognise and protect the use of traditional knowledge in biodiscovery projects
- hosted the annual Indigenous Land and Sea Ranger Conference, in partnership with the Djabugay Aboriginal Corporation, with more than 120 rangers attending
- developed guidance for respectful and best practice planning with First Nations peoples, including a guideline for partnering with First Nations peoples on management planning.

Protect the health of the environment and our communities

Our department continues to regulate environmentally relevant activities and promote a comprehensive strategic approach to waste management and resource recovery in Queensland.

We set regulatory frameworks that provide a consistent approach to industry-specific strategies, and deliver targeted, consistent and transparent regulations that facilitate sustainable development in Queensland. We ensure Queensland's high environmental standards are maintained by proactively managing and monitoring environmental risks, with robust assessment, compliance, investigation and enforcement programs.

We also provide timely and comprehensive environmental information to state and local stakeholders, and ensure sufficient funds are available for rehabilitation of environmental impacts.

Outcome indicators

- Increased public access to a wide range of online compliance and enforcement data
- Reduction in overall risk to the environment
- Reduction in waste to landfill and increased recycling rates

Key activities in 2019–20

We engaged with industry, communities and stakeholders on ways to manage environmental impacts, including updated regulatory standards, compliance activities and programs to encourage sustainable behaviours. This year we:

- undertook proactive compliance activities employing a risk-based approach, and undertook appropriate reactive compliance activities in response to notifications by community members and industry
- continued environmental monitoring and community engagement relating to land impacted by underground coal gasification by-products
- led the state's environmental recovery in response to natural disasters
- fully implemented the Firefighting Foam Operational Policy for the environmental management of PFAS and guidance on the use of fire-fighting foam to prevent land and water contamination
- continued delivery of the Odour Abatement Taskforce to tackle odour issues in the Ipswich area, with seven enforcement actions, 2,762 community reports, 2,542 community interactions, and 122 field responses for the 2019-20 financial year
- integrated the use of drones to enhance our regulatory and incident response functions, in line with the Queensland Drones Strategy 2018, including training of ten departmental drone pilots and 119 crew members, and completion of 75 drone flights for compliance and incident response activities
- achieved a strong enforcement record, including 22 successful prosecutions
- continued the prosecution against former executive officers of Linc Energy Limited for allegedly failing to ensure the company complied with Queensland's environmental laws, with all five former executive officers committed to stand trial
- approved the partial surrender of a mining lease at the Adams Beach campground on Minjerribah identified as a high priority area by the QYAC
- ensured that land on Minjerribah returning to the custody of Traditional Owners is satisfactorily rehabilitated
- completed a report on the review of the environmental impact statement process, and provided internal recommendations for implementation
- completed a compliance program for auditors of contaminated land to ensure they are delivering services and meeting the requirements of the *Environmental Protection Act 1994*
- trialled a real-time monitoring program of air, noise and water quality to assist in the regulation of environmentally relevant activities
- started development of a 3D fly-through digital model to display changes to the landscape during mining and rehabilitation activities, in collaboration with CSIRO.

We delivered an improved regulatory framework to reduce environmental harm. We also proactively monitored and managed environmental risks, including with financial assurance. This year we:

- completed the first stage of consultation on a framework for managing the residual risk from resource activities to give certainty to industry and minimise the risk to government
- updated subordinate legislation under the *Environmental Protection Act 1994* to clarify Queensland's environmental values and regulated activities, and provide certainty about assessment procedures and the role of different levels of government
- developed a progressive rehabilitation and closure planning framework for new site-specific mining environmental authorities and began transitioning existing sites into the framework
- supported the implementation of the *Minerals and Energy Resources (Financial Provisioning) Act 2018* with tools and guidance, including information sheets on voids in flood plains and non-use management areas
- received the final independent report of best practice composting operations and compost feedstock suitability
- amended the Surat Cumulative Management Area to include coal mining tenures, ensuring accurate assessment and appropriate responses to the cumulative impacts of coal mining and petroleum activities on underground water
- provided 245 technical assessments on surface and groundwater quality to support regulatory decisions by the department on activities such as mining, refineries, sewage treatments and abattoirs.

The Queensland Waste Strategy aims to deliver coordinated, long-term and sustained growth for the recycling and resource recovery sector while reducing the amount of waste produced and disposed of. This year we:

- reintroduced a waste disposal levy, providing a clear price signal to reduce the amount of waste sent to landfill
- developed and implemented a waste levy compliance framework, with 480 waste-related inspections and 140 waste-related vehicle intercepts undertaken
- launched the new Waste Management and Resource Recovery Strategy, establishing ambitious 2050 targets for: 25% less household waste; 90% waste recovery rate;

and 75% recycling rate across all waste types

- marked the first anniversary of the Queensland Container Refund Scheme, with more than 1 billion eligible containers returned through more than 300 container refund points
- provided funding for community groups and not-for-profit organisations to establish Container Refund Scheme donation points
- launched Tackling Plastic Waste— Queensland's Plastic Pollution Reduction Plan, which establishes Queensland as a leader in long term change at every step of the plastic supply chain
- undertook public consultation on proposals to ban the supply of specific single-use plastic items starting with straws, drink stirrers, plates and cutlery
- undertook targeted consultation on Keeping Queensland Clean - Litter and Illegal Dumping Plan for Queensland, which outlines key actions to reduce the incidence and impacts of litter and illegal dumping
- maintained the Litter and Illegal Dumping Online Reporting System, allowing members of the public to report littering offences resulting in 3,062 penalty infringement notices
- undertook extensive consultation with First Nations peoples an Indigenous Waste Strategy framework
- published the Recycling and Waste in Queensland 2019 report, which 2018-19 presents data on, and trends in, waste recovery, recycling and disposal
- delivered the Regional Recycling Transport Assistance Package to encourage increased recycling in regional Queensland
- delivered the Household Waste Payment Scheme, a direct payment to households without a council waste collection service, such as nursing homes and boarding houses, to ensure they are not impacted by the waste levy
- delivered funding to establish projects under the Local Government Illegal Dumping Hotspot Grants Program to better manage illegal dumping hotspots and improve data collection and reporting
- established the Local Government Illegal Dumping Partnership Grant Program with over 29 local government areas providing 31 dedicated illegal dumping compliance officers for 12 months
- released the Energy from Waste Policy to guide activities that recover energy from materials that would otherwise end up in landfill

- improved environmental regulation of waste activities, including updating conditions, developing end of waste codes and implementing appropriate regulatory responses to the waste strategy.

We provided leading-edge science to protect the health of the environment and our communities.

This year we:

- kept Queenslanders informed during the 2019–20 bushfires, with the DES air quality monitoring website providing data for Queensland Health's public messaging and actions and to more than 3000 Queenslanders per hour
- expanded dust monitoring in Central Queensland coal mining communities and conducted investigations into local community air quality concerns around quarry and landfill operations in South East Queensland
- supported the Clean Air Wynnum Citizen Science project, informing local residents about sources and levels of airborne particles in the community, and providing monitoring and data interpretation advice
- expanded the Water Tracking and Electronic Report System to include new facilities such as mines, refineries and other activities in the Reef catchment
- worked with industry to review water monitoring and regulation of sugar mills to streamline approvals and compliance while reducing environmental harm
- undertook fresh and estuarine water monitoring, biological surveys and seagrass monitoring in Moreton Bay to support the SEQ Healthy Waterways Program
- contributed to technical advice on national ambient air quality policies and programs as part of the National Air Technical Advisory Group.

Promote engagement with the arts and heritage

Queensland's arts, heritage, culture and creativity has enormous potential to ignite new ideas, create employment opportunities, support regional development and effect positive change in all areas of society.

By investing in our artists, arts organisations and cultural experiences, we support a vibrant and sustainable sector, realise a diverse economy and build creative and connected communities. The protection and celebration of heritage places bolsters local pride in our communities and fosters economic opportunities throughout the state, including cultural tourism.

Outcome indicators

- Increased utilisation of, and visitation to, state-owned cultural facilities
- Increased participation in Queensland's arts and cultural activities

Key activities in 2019–20

Work continued on a 10-year Roadmap and supporting action plan for arts, culture and creativity in Queensland, to build on the state's rich creative practice and ensure the arts remain an integral part of Queenslanders' lives and communities.

We worked to protect and celebrate Queensland's unique heritage, ensuring our places of special heritage value remain as visible reminders of the contributions of generations of Queenslanders.

This year we:

- developed, published and promoted a guideline to assist local governments in identifying and assessing places of local cultural heritage significance
- assessed community nominations for places of potential state-level cultural heritage significance for entry in the Queensland Heritage Register, such as the 127-year old Mount Crosby pumping station complex, entered in the register in October 2019
- continued work to protect Queensland's identified heritage assets, such as the Broadway Hotel and Lamb Home, in partnership with local government
- continued to manage Queensland heritage places modifications through assessment of heritage exemptions and provision of technical advice on development applications
- oversaw the strategy to support the conservation project for Newstead House, in collaboration with the Department of Housing and Public Works
- showcased Queensland's important heritage places on our website and social media channels, including case studies
- completed a long-standing project with Education Queensland to identify and nominate state schools with heritage values for entry in the Queensland Heritage Register
- invested in heritage conservation projects across Queensland through the Community Sustainability Action Heritage Conservation grants
- worked with major infrastructure projects on archaeological management plans, including Brisbane City Council's Kingsford Smith Drive project
- continued considering heritage impacts of major infrastructure projects, such as Cross River Rail, the new theatre at the Queensland Performing Arts Centre, and Queen's Wharf Brisbane Integrated Resort Development
- continued providing advice to other government departments on how planning instruments can identify and help conserve heritage places
- completed conservation management plans for six historic shipwrecks in the Great Barrier Reef under the Reef 2050 Plan
- continued managing maintenance and renewal projects in the heritage-listed Queensland Cultural Centre, guided by the Conservation Management Plan
- implemented an oral history project to record and present the stories and memories of people involved in the design, construction and maintenance of the Queensland Cultural Centre
- supported the annual Open House events in Brisbane, Maryborough, Gold Coast and Bundaberg to promote heritage awareness
- partnered with the National Trust of Australia (Queensland) on events and the annual Heritage Awards and National Trust conference.

We promoted Queensland stories and creative talent to celebrate our cultural heritage and provide employment for local artists. This year we:

- introduced extensions/changes and funding boosts to existing programs, and provided rent relief for government arts infrastructure tenants to support Queensland's arts sector in response to COVID-19
- continued support for 39 Queensland arts organisations through the Organisations Fund, extending funding to the end of 2021 to provide certainty during the COVID-19 crisis
- created and opened the stART grants program to support Queensland's independent creative sector plan and collaborate on creative opportunities during the COVID-19 recovery phase
- continued to invest in the state's major performing arts organisations - Queensland Ballet, Queensland Symphony Orchestra, Opera Queensland, Queensland Theatre and ensured the entry of Circa Contemporary Circus to the framework.
- continued to invest in Brisbane Festival, Queensland Music Festival and the Aboriginal Centre for Performing Arts
- supported the First Nations peoples arts sector to develop new works, reach new markets and grow opportunities through the Backing Indigenous Arts initiative
- supported individual artists to participate in transformational professional and career development opportunities.

We invested in infrastructure to provide creative spaces across the state that enhance Queenslanders' access to arts and cultural experiences and support cultural practice. This year we:

- finalised the concept design and managing contractor tender process and commenced early works for the new Queensland Performing Arts Centre theatre
- completed refurbishment of the Bulmba-ja arts centre (formerly Centre of Contemporary Arts Cairns) to share the stories of First Nations peoples and cultivate cultural tourism
- continued the refurbishment of The Judith Wright Arts Centre, including a new gallery to display works by early career and emerging Queensland artists
- invested funding towards the new Rockhampton Museum of Art
- continued implementing the Queensland Cultural Centre works program to renew and replace large critical infrastructure assets

- commenced the Queensland Cultural Centre's central energy plant works program to maintain environmental conditions and meet increased service demand
- invested in new LED lighting to provide higher quality exhibitions and performances at the Queensland Performing Arts Centre, Gallery of Modern Art, State Library of Queensland and Institute of Modern Art
- continued to allocate funding through the Indigenous Arts Infrastructure Fund, to support facilities upgrades for eight First Nations art centres in Far North Queensland and the Torres Strait
- consulted stakeholders on options for a First Nations cultural centre in Brisbane
- continued working to improve collection storage at the Queensland Art Gallery, State Library of Queensland and Queensland Museum
- commenced the concept design and feasibility study for a Queensland Art Gallery interactive learning and digital engagement space for Queensland Art Gallery | Gallery of Modern Art collections.

We provided opportunities for Queenslanders to experience arts and culture. This year we:

- supported the arts sector to explore new ways to implement arts projects during COVID-19 social gathering restrictions
- developed a range of measures, which will be funded through the Arts and Cultural Recovery package, to stabilise the sector, support the employment of artists and arts workers, and reactivate Queensland venues with COVID-safe arts experiences. These will be rolled out in stages from July 2020
- worked with the sector to develop a framework for opening venues and supporting performances that adhere to COVID-19 safe practices for artists and audiences
- supported the arts sector to develop and present 109 arts and cultural experiences across Queensland through the Queensland Arts Showcase Program
- delivered on-the-ground arts services in regional communities across the state as part of the Regional Arts Services Network
- continued investment in the Regional Arts Development Fund, a partnership with local councils to support vibrant and diverse arts and cultural experiences across the state
- supported artists and arts companies to deliver regional tours, performances,

exhibitions and community activities through the Playing Queensland Fund

- invested in the Indigenous Regional Arts Development Fund, a partnership with 15 Torres Strait and Aboriginal councils enabling Elders, leaders and peers to pass on cultural knowledge and practice
- supported the Creative Sparks grants program, a partnership with Brisbane City Council to support new art and public access to diverse cultural experiences
- invested in 14 Indigenous Arts Centres across Far North Queensland to continue creating vibrant and original art in their communities
- partnered in an international longitudinal tracking study to identify opportunities for the arts and cultural sector in the wake of COVID-19.

Strengthen and harness Queensland's scientific excellence

An innovative and thriving science sector is essential to generating the knowledge required to improve social health, create jobs and ensure a prosperous economy. In addition, by harnessing inputs from a wide range of citizen-scientists we can help tackle existing and emerging issues, locally and globally.

Science provides the evidence-based data that underpins decision-making by communities, industry and government. Our science programs monitor, inform and report on the implementation of the government's policies and programs. This is evident in areas such as water resources, water and air quality, landscapes and soils, terrestrial and aquatic ecosystems, climate adaptation, and coastal and wetland environments.

Outcome indicators

- Increased national and international science collaboration and partnerships
- Greater participation in Citizen Science and STEM

Key activities in 2019–20

We provided leading-edge, rigorous science to underpin and support government decision-making. This year we:

- monitored Great Barrier Reef and South East Queensland catchment loads and delivered a user-friendly interface to access the data
- developed the foundations for a burned area mapping program using higher resolution satellite imagery to enable ongoing burned area mapping for the state
- extended broadacre crop monitoring and mapping approaches to sugar cane growing areas in coastal catchments
- participated in the Joint Remote Sensing Research Program, providing remote sensing science and advice for government programs
- participated in the Copernicus Australasia Regional Data Hub, assuring access to European satellite data to monitor Queensland's landscapes
- progressed Statewide Landcover and Trees Study enhancements using higher resolution satellite imagery and a BioCondition modelling and mapping framework
- developed science-based tools to help primary producers make informed decisions about nutrient management and fertilizer use
- contributed to the development and enhancement of soil laboratories at regional, national and global levels
- completed a review of how climate change is incorporated into Queensland's water models
- completed a study of the palaeoecology of Fisherman's Wetland on Minjerrabah (North Stradbroke Island)
- provided hydrologic modelling, data and advice on 14 water security projects across Queensland to support government decision-making
- contributed to the conceptual hydrologic model being developed for the Central Lockyer Valley
- supported hydraulic modelling for the Brisbane River and water resource plans, such as the finalised Northern Murray Darling Basin Plans
- chaired the independent review of the implementation plan for the K'gari Wongari Conservation and Risk Management Strategy
- led the recovery of a rare native fish and crayfish threatened by bushfires and drought near Killarney
- reviewed dredge management strategies for the Tweed River Entrance Sand Bypassing Project
- refurbished the Queensland Government Hydraulics Laboratory physical modelling facility and partnered with engineering businesses to renew coastal defences and infrastructure.

We worked to maximise community engagement in science to increase student participation in STEM subjects and increase science-literacy in the community. This year we:

- delivered an event in Maryborough to inspire student interest in STEM subjects, as part of National Science Week
- delivered workshops, seminars and community programs across regional Queensland as part of the Flying Scientists program
- awarded 21 Engaging Science grants to increase the reach of science as part of the Engaging Queenslanders in Science Strategy
- worked with the Australian Citizen Science Association to encourage more

Queenslanders to join citizen science projects

- hosted the Queensland Young Tall Poppy Science Awards to recognise the achievements of Queensland's scientific researchers and communicators.

We worked to strengthen the science base in Queensland and improve the translation of research for decision-making. This year we:

- established the Research and Infrastructure Co-investment Fund to maximise the benefits to Queensland of the National Collaborative Research Infrastructure Strategy
- worked with the Australian Government to review the national Gene Technology Scheme to improve the ability of gene technology researchers to conduct research while protecting human health and the environment
- supported visits by Queensland researchers to undertake projects and exchange skills and knowledge at the Smithsonian Institution in the United States
- facilitated an agreement with the Chinese Academy of Sciences to co-fund collaborative research in agricultural biotechnology, environmental science, human health and medical research.

We harnessed digital and disruptive technologies to deliver improved, customer-focused services.

This year we:

- enhanced critical high-performance computing capability with improved storage and computing power to enable extended climate modelling and analysis of satellite imagery, as part of the Accelerating Science Delivery Innovation program
- captured over 125,000 digital images of high-priority Herbarium physical specimens, creating an essential resource for species identification, management and conservation
- attracted over 14 million community and industry interactions with our environmental and natural resource data from applications such as MapsOnline and WildNet, an increase of over 27% on 2018
- delivered more than 169,000 automated map reports to government, industry and the community, showing biodiversity, wetlands and vegetation

- continued research to develop innovative artificial intelligence methods for mapping of agricultural crop extent and land use
- continued implementation of the Digital Strategy to enable improved business performance, simplify interactions and create a more digitally capable workforce.

Service standards

Protect the Great Barrier Reef

Service standards	Notes	2019–20 Target/Est	2019–20 Actual	Target Met / Not met
Service area: Environmental Protection Services				
Great Barrier Reef water quality improvement programs				
Queensland contributes to progress towards 2025 targets of: <ul style="list-style-type: none"> 60 per cent reduction in anthropogenic end-of-catchment dissolved inorganic nitrogen loads 25 per cent reduction in anthropogenic end-of-catchment loads of sediment 	1	≥2% ≥1%	(results to be published in the Great Barrier Reef report card)	
Percentage of sugarcane producers, within reef catchments: <ul style="list-style-type: none"> participating in the SmartCane Best Management Practice (BMP) program achieving accreditation in the SmartCane Best Management Practice (BMP) program 	2	50% 15%	54% 15%	Targets met

Notes:

- This service standard is a whole-of-government measure of Queensland's contribution to the improvement of reef water quality. The Office of the Great Barrier Reef in the department is responsible for reporting the Queensland Government's progress towards meeting the joint Australian and Queensland Governments' water quality targets on behalf of all contributing agencies. Queensland Government agencies contributing to this measure are the Department of Environment and Science, Department of Agriculture and Fisheries and Department of Natural Resources, Mines and Energy. Performance for this service standard will be reported annually through the Great Barrier Reef Report Card. Due to a 12-month time lag, the 2019–20 actual will be reported in July 2021.
- This service standard measures the effectiveness of the SmartCane BMP. The SmartCane BMP sets the industry standards for whole-of-farm management across the cane industry to have a positive impact on nutrient and sediment run-off and consequential impacts on Great Barrier Reef water quality. These targets have been developed based on SmartCane BMP funding targets as per the contract. The time required to become accredited, the capacity of growers to undertake the required work and the lack of a strong market driver have resulted in a slower than anticipated accreditation rate.

Conserve Queensland's protected areas and biodiversity

Service standards	Notes	2019–20 Target/Est	2019–20 Actual	Target Met / Not met
Service area: Parks, Wildlife and Conservation Services				
National Parks				
Percentage of the scheduled Protection Zone fuel management treatment achieved on Queensland Parks and Wildlife Service (QPWS) managed estate to protect life and property	1	90%	96%	Target met
Area of the QPWS managed estate with fuel loads reduced by planned burning to reduce fire risk to life and property and protect biodiversity	2	635,269 ha	701,000 ha	Target met
Number of overnight camper stays hosted on national parks and forests	3	1.4 million	1,038,070	Target not met
Controlling and/or allowing the use of native species				
Median time taken to resolve declared problem crocodiles	4	≤7 business days	1 business day	Target met

Protecting environments, ecosystems, habitats and species				
Percentage of Queensland's land area that is protected	5	8.25%	8.24%	Target not met
Cost per session for the Queensland wetland information system (<i>Wetland/Info</i>)	6	<\$2	\$0.85	Target met

Notes:

1. This service standard measures the area of hazard reduction planned burning and other fuel management treatments (including mowing, slashing and mulching) implemented, as a percentage of the area of annual fuel management treatment scheduled for Protection Zones on QPWS estate. This measure focuses on protecting key community interests from the threat of wildfire, by reducing fuel hazards in specifically identified critical areas close to residences and other urban areas, and strategically important areas within reserves. It measures the effectiveness of QPWS's fire program in meeting its legislative and social obligations to protect life and property.
2. This service standard reflects the 2009 Victorian Bushfires Royal Commission recommendation that a five per cent target for prescribed burning of the state should be established. The planned burning program is subject to suitable weather conditions to ensure safe and effective burns; therefore, achieving the target is affected by seasonal conditions such as extended drought. The 2019–20 target/estimate was exceeded due to favourable weather conditions and does not include the total area burnt during the 2019–20 bushfires.
3. This service standard measures how effectively the department achieves the service area objective of facilitating sustainable recreational opportunities and nature-based tourism. While camping statistics are influenced by a range of factors including the tourism economy and extreme weather events, departmental programs aimed at supporting sustainable tourism and recreation use and improved visitor experiences are expected to maintain or increase overnight camper stays. The 2019–20 target/estimate was not met due to significant weather and disaster events during the second half of 2019 and early 2020 with all camping closed from 24 March to 2 June 2020 in response to the COVID–19 restrictions.
4. This service standard measures the median time taken to resolve a problem crocodile once it has been declared. 'Problem crocodile' is defined in the Nature Conservation (Estuarine Crocodile) Conservation Plan 2018 and the Queensland Crocodile Management Plan. If the department determines that an estuarine crocodile poses an unacceptable risk, the animal is declared a problem crocodile to be targeted for removal. The target is not a statutory timeframe. It takes into account the reasonable time required to resolve problem crocodiles, based on historical cases. Problem crocodiles can be resolved by: removal by wildlife officers; referral to a private contractor or authority holder for removal; lethal take of the crocodile; or the declaration being rescinded (for example, when it is decided that the crocodile has moved on and no longer poses an unacceptable risk in the location at which it was declared).
5. This service standard measures the percentage of Queensland's land that is dedicated as national park, conservation park or resources reserve, or declared as a nature refuge or special wildlife reserve. An increase of 0.02% or approximately 43,013 hectares, occurred in 2019–20. The variance between the 2019–20 target/estimate and the 2019–20 actual can be attributed to a delay in finalising the subordinate legislation for the transfer of an additional 23,465 hectares, which will now occur in 2020–21. This delay was due to the impacts of the COVID–19 response and recovery including the reallocation of resources.
6. This service standard measures the number of user sessions for *Wetland/Info* compared with the total staff and other costs involved in managing the system. Costs include all departmental staff expenses to provide input data plus on-costs charged to maintain the system. This measure provides an indication of the efficiency with which *Wetland/Info* website information delivery is provided to customers. The positive variance between the 2019–20 target/estimate and the 2019–20 actual is attributed to the ongoing increased use of the website, reducing the cost per session.

Strengthen our partnerships with First Nations peoples

Service standards	Notes	2019–20 Target/Est	2019–20 Actual	Target Met / Not met
Service area: Parks, Wildlife and Conservation Services				
National Parks				
Number of hectares of State land and national parks transferred to Traditional Owners in Cape York Peninsula	1	448,890 ha	Nil	Target not met

Notes:

1. This is a whole-of-government service standard which relates to assessing the number of hectares of State-owned land and national parks that have been transferred to Aboriginal ownership in order to provide Aboriginal peoples and Torres Strait Islander peoples with opportunities for economic development through business opportunities and involvement in land management. The department's role is to administer the Cape York Peninsula Tenure Resolution

Program, which has the dual functions of returning land ownership to Cape York Peninsula Aboriginal Traditional Owners and protecting the outstanding natural and cultural values of Cape York Peninsula in jointly managed national parks (Cape York Peninsula Aboriginal land). The achievement of this service standard is dependent on reaching agreement with the Native Title parties concerned. The variance between the 2019–20 target/estimate and the 2019–20 actual is due to the travel restrictions introduced for the COVID–19 response and recovery from 24 March 2020. The Department used this unprecedented time as an opportunity to maintain momentum by continuing meetings with several community stakeholders via teleconferencing. The 2019–20 target/estimate will be carried over and included in the 2020–21 target/estimate.

Protect the health of the environment and our communities

Service standards	Notes	2019–20 Target/Est	2019–20 Actual	Target Met / Not met
Service area: Environmental Protection Services				
Monitoring legislative and regulatory compliance relating to the impact of industrial or commercial activity on the environment				
Percentage of identified unlicensed operators who have become licensed or enforcement action taken within 60 days	1	70%	62%	Target not met
Average cost per environmental public report resolution as a consequence of effective prioritisation of reports	2	\$2,000	\$1,395	Target met
Identifying, monitoring and taking action in relation to unlawful activity				
Proportion of monitored licensed operators returned to compliance with their environmental obligations	3	70%	78%	Target met
Median cost per formal investigation into serious non-compliance	4	\$3,500	\$2,836	Target met
Controlling and/or allowing actions that will impact on the State's environment				
Percentage of new site-specific Environmental Authorities that have their Environmental Values assessment validated by onsite inspection	5	70%	74%	Target met
Average cost per permit/licence assessed	6	\$6,500	\$5,798	Target met
Litigation				
Percentage of matters finalised with a conviction or a successful application	7	85%	96%	Target met
Percentage of briefs of evidence reviewed and decision made on whether charges can be laid, within 12 weeks of receipt	8	90%	98%	Target met

Notes:

1. This service standard measures the effectiveness of the compliance centre teams in addressing unauthorised environmentally relevant activities and enabling corrective action to be taken by operators within what is regarded as an acceptable timeframe and monitors a reduction in the number of unlicensed operators. The 2019–20 actual can be attributed to the impact of the restrictions introduced for the COVID–19 response and recovery and limited site access.
2. This service standard measures the efficiency of the department's resolution of public reports relating to environmental issues, from lodgement to finalisation (deciding on actions to be taken). Salaries and on-costs associated with the delivery of this measure are included in the calculation methodology. The 2019–20 actual can be attributed to continued work to improve the responsiveness of the community response team.
3. This service standard measures the effectiveness of the department's management of instances where non-compliance has been identified and corrective action taken to assist customers to better understand their environmental obligations and to deal with non-compliance through proportionate and consistent enforcement action.
4. This service standard measures the efficiency of the investigations team's effort in investigating formal requests, including those referred from the Department of Aboriginal and Torres Strait Islander Partnerships (Cultural Heritage), to the point that a decision has been made to take action. Salaries and on-costs associated with the delivery of this measure are included in the calculation methodology. The 2019–20 actual is lower than the 2019–20 Target/estimate primarily due to a number of lower complexity investigations.

5. This service standard measures the effectiveness of regulatory activities in reducing the overall risk to the environment. New environmental authorities (EA), approved under the *Environmental Protection Act 1994*, will have their environmental values reviewed and validated through a subsequent site visit. This will ensure that the original impact assessment and conditioning of the activity are effective in identifying and controlling all the impact risks (assuming the EA is complied with).
6. This service standard measures the efficiency of the business centre assessment teams in making permit/licence application decisions. Salaries and on-costs associated with the delivery of this measure are included in the calculation methodology. The 2019–20 actual is lower than the 2019–20 target/estimate due to the variety in the type and complexity of applications and decisions made by the business centres.
7. This service standard measures the effectiveness of the Litigation Branch in successfully finalising litigation matters in order to support best practice environmental management. The 2019–20 actual reflects the ongoing effectiveness of the Litigation Unit.
8. This service standard measures the efficiency of the Litigation Branch in reviewing all briefs of evidence and making timely decisions on whether charges can be laid against the offender or offenders. This is not a regulatory timeframe as it is set by the service area.

Promote engagement with the arts and heritage

Service standards	Notes	2019–20 Target/Est	2019–20 Actual	Target Met / Not met
Service Area: Arts Queensland				
Investment programs				
Customer satisfaction with Arts Queensland's service delivery	1	83%	Not available	
Government funding provided direct to arts and cultural sector as a proportion of total investment program budget	2	85%	89%	Target met
Facilities Management				
Utilisation of state-owned arts and cultural facilities	3	6,165,000 visitors	4,985,904 visitors	Target not met
Percentage cost of delivering facilities management	4	<10%	8.8%	Target met
Service Area: Heritage Protection Services				
Percentage of departmental heritage recommendations, for inclusion in or removal from the Heritage Register, accepted by the Queensland Heritage Council	5	90%	95%	Target met
Average cost per heritage register entry reviewed and updated	6	\$235	\$213	Target met

Notes:

1. This service standard measures overall customer satisfaction with Arts Queensland's service delivery. The calculation methodology aligns with the Queensland Government *Performance Management Framework Measuring Customer Experience Reference Guide* published by the Department of the Premier and Cabinet. The 2019–20 actual result is not available, as the survey was not completed due to COVID–19 restraints.
2. This service standard measures efficiency in the use of government funding provided to Arts Queensland as it demonstrates the relationship between the results achieved (government funding provided direct to the arts and cultural sector) for the resources used (costs of delivering the investment programs). The calculation uses Arts Queensland's total grant funding provided direct to the arts and cultural sector divided by Arts Queensland's total investment program budget excluding administered funding. The favourable performance this financial year is due to timing of grant spending.
3. This service standard is based on the total estimated attendance figures at the Queensland Cultural Centre (QCC) and the Judith Wright Centre of Contemporary Arts. The variance between the 2019–20 target/estimate and the 2019–20 actual is due to the lockdown restrictions introduced across all QCC locations for the COVID–19 response and recovery from 23/03/2020. SLQ, QM and QAG resumed operations during late June 2020. JWAC and QPAC remained closed to the public.
4. This service standard measures the percentage cost of delivering facilities management services to Arts Queensland owned arts and cultural buildings. This measure demonstrates the relationship between the results achieved

(facilities management services across arts and cultural buildings) for the resources used (employee costs to deliver these services, which include all staff-related expenses, such as salaries, on-costs, training, uniforms and recruitment).

5. The department is responsible for researching, consulting relevant parties and making recommendations to the Queensland Heritage Council (QHC) for places nominated for inclusion in, or removal from, the Queensland Heritage Register (the Register). As an independent statutory body, the QHC is responsible for making the decision about which places are added to, or removed from, the Register. In making this decision the QHC must consider the department's recommendations, public submissions, oral representations, the physical condition or structural integrity of the place and any other information it considers relevant.
6. The Register contains more than 1,750 entries. Some of the information dates from 1992 when it was transitioned from other registers. These entries are being updated to improve the accuracy of information about places in the Register. This service standard measures the full-time equivalent staff cost (including on-costs) to review and update entries in the Register. A review can result in changes that range from minor (for example, change of location details), to major (for example, rewriting a history in an entry).

Strengthen and harness Queensland's scientific excellence

Service standards	Notes	2019–20 Target/Est	2019–20 Actual	Target Met / Not met
Service Area: Science				
Percentage of customers from government agencies satisfied with the natural resource and environmental science services and information provided (overall satisfaction)	1	≥90%	94%	Target met
Percentage of laboratory tests completed and made available within agreed timeframes and quality specifications to support <i>Reef 2050 Water Quality Improvement Plan</i> and other government priorities	2	≥89%	62%	Target not met

Notes:

1. This service standard is an indicator of the success of delivering Science services to meet the key priorities of government customers for environmental and natural resource policy and decision making. The survey has standard questions for overall satisfaction and the five key drivers of satisfaction (timeliness, ease of access, staff, quality, and outcome/outputs) and aligns with the Queensland Government *Performance Management Framework Measuring Customer Experience Reference Guide* published by the Department of the Premier and Cabinet. The survey results reflect continued service delivery and client relationship improvements, including improved governance processes and a new project reporting system.
2. The timeframes involved are negotiated per sample submission and quality is measured by maintenance of accreditation with the National Association of Testing Authorities, Australia and performance in national and international laboratory proficiency trials. To maintain accreditation the departmental Chemistry Laboratory is required to constantly review processes and procedures. This ensures that clients receive best practice service delivery. The variance between the 2019–20 target/estimate and the 2019–20 actual is due to a significantly higher than usual volume of water testing samples received in early 2020 and the introduction of working restrictions for the COVID–19 response and recovery from March 2020. It is expected that results for this measure will return to >89% in the future.

Be a responsive Government

Service standards	Notes	2019–20 Target/Est	2019–20 Actual	Target Met / Not met
Shared Service Provider: Corporate Administration Agency (CAA)				
Customer satisfaction with CAA services	1	85%	95%	Target met
Customers consider CAA services are value for money	2	95%	93%	Target not met
CAA operating surplus/(deficit)	3	0%	0%	Target met
Unit rate per employee per pay for salary-based employees	4	≤\$15.85	\$15.55	Target met

Notes:

1. Overall customer satisfaction is measured through the CAA annual customer experience survey. The survey includes questions relating to accessibility, quality and timeliness of service delivery as well as overall satisfaction with CAA's services. Measurement of customer satisfaction aligns with the Queensland Government *Performance Management Framework Measuring Customer Experience Reference Guide* published by the Department of the Premier and Cabinet. The survey results reflect continued improvements in service delivery and client relationships.
2. This service standard informs on the overall satisfaction on value for money derived from the annual customer experience survey undertaken by key stakeholders. Measurement of customer satisfaction aligns with the Queensland Government *Performance Management Framework Measuring Customer Experience Reference Guide* published by the Department of the Premier and Cabinet. Fifty per cent of customers responded to the survey with one unfavourable response negatively impacting the 2019–20 result.
3. Results for this service standard indicate that CAA is managing its resources to provide economical pricing to customers. Performance is reported as a percentage of the overall budget.
4. This service standard provides an indication of the efficiency of the Human Resources payroll service. The measure aims to demonstrate that payroll processing costs are maintained within the greater of consumer price index or enterprise bargaining salary increases. The unit rate is determined by the total cost of payroll processing staff and management oversight (including salaries, overtime, on-costs and overheads), divided by the maximum number of salary-based employees to be paid. The unit rate includes establishment of new records, establishment management within the payroll system, enquiries, stop pays, modifications to personal records, termination of employees, payroll adjustments as required and any other changes that impact an employee's pay. The rate is determined annually and applies for the financial year. The actual result may vary due to extraordinary costs, which were not anticipated at the time that the annual unit rate was set, for example, if an enterprise bargaining adjustment is higher or lower than expected.

Cross-government initiatives

This year, the department collaborated on the following inter-governmental agreements and whole-of-government initiatives:

- Bilateral agreement between the Commonwealth and the State of Queensland relating to environmental assessments under the *Environmental Protection and Biodiversity Conservation Act 1999*
- Brisbane City Council (BCC) Metro Project
- Building our innovation economy—Advance Queensland strategy
- Bulmba-ja arts centre (formerly Cairns Centre of Contemporary Arts)
- Cross River Rail Development Project
- Council of Australian Governments Waste Export Ban and Response Strategy (March 2020)
- Development of 10-year Roadmap for the arts, cultural and creative sector
- Environmental monitoring and community engagement relating to land impacted by underground coal gasification by-products
- Financial Assurance and Rehabilitation Reforms
- Gold Coast Artificial Reef
- Great Barrier Reef Field Management Program
- Great Keppel Island Rejuvenation Project
- Heads of EPA Australia and New Zealand (HEPA)
- Harmonisation of jurisdictional arrangements relating to container deposit schemes
- Heritage Schools Program
- Indigenous Waste Management Strategy
- Inspiring Australia Queensland Reference Group
- Koala Advisory Council
- Local Government Illegal Dumping Partnership Program
- Minjerribah Protected Area Expansion Strategy
- Minjerribah Steering Committee
- Minjerribah Township Fire Strategies
- Nature Conservation and Other Legislation (Koala Protection) Amendment Regulation 2020
- Nest-to-Ocean Turtle Protection Program
- New performing arts venue at Queensland Performing Arts Centre
- Odour Abatement Taskforce
- Queensland Ballet—Thomas Dixon Centre
- Queensland Ecotourism Trails program
- Queensland Government research and development expenditure report
- Queensland Reef Water Quality Program
- Queensland Resource Recovery Industries 10-Year Roadmap and Action Plan (August 2019)
- Regional Arts Services Network
- Reef 2050 Long-term Sustainability Plan
- Reef 2050 Water Quality Improvement Plan
- Resource Sector Stakeholder COVID–19 Consultation Group
- Rockhampton Museum of Art
- SEQ City Deal
- STEM Cross-sector Reference Group
- Wangetti Trail dual multi-day walking and mountain biking track
- Waste levy compliance framework and activities
- Waste Management Industry COVID–19 Consultation Group
- Wind farm renewable energy project on state plantation forest land
- World Heritage Management Project Agreement 2018–2023

Managing our department

Summary of financial management

This financial summary of the department's performance and position provides an overview of the key financial information for the year ended 30 June 2020. A complete view is provided in the Financial Statements which are included separately in this report.

Overall, the department reported a net surplus for the year of \$75.13 million, compared to a deficit of \$64.03 million in 2018-19. The 2019-20 surplus position was impacted by an increase associated with asset revaluation totalling \$80.41 million. This was a combination of the revaluation increment through the Statement of Comprehensive Income of \$31.43 million coupled with an increase in the Asset Revaluation Reserve of \$48.98 million.

Financial performance snapshot

Table 1 Summary of financial results of the department's operations

Category	2020 Actual \$'000	2019 Actual \$'000	Variance \$'000
Total revenue	864,187	1,031,037	(166,850)
Total expenses	838,041	1,072,396	(234,355)
Other comprehensive income	48,984	(22,669)	71,653
Total comprehensive income	75,130	(64,028)	139,158

Revenue

The primary source of the department's revenue is appropriation from the Queensland Government which accounts for 71.66% of the department's total revenue. User charges and fees represent 17.46% of total revenue and consist of income streams associated with the issue of licences, permits and other fees for environmentally relevant activities, national parks and car parks. The department also received significant grant income accounting for 5.99% of total revenue. These include grants associated with managing the environment including the Great Barrier Reef,

Yellow Crazy Ants and the Wet Tropics Management Authority.

Expenses

The labour resourcing costs to administer departmental activities accounts for 38.98% of total expenditure.

Supplies and services represent 28.21% of all expenditure. The major expense types include information and technology costs, legal expenses, outsourced services/contractors, repairs and maintenance, and accommodation.

Grants and subsidies represent 17.73% of all expenditure with 33.45% (\$49.7 million) to support the Arts sector and the balance to support the environment.

With a significant non-current asset base of \$5.58 billion that represents property, plant, equipment and intangibles, the department recorded depreciation and amortisation of \$92.15 million which represents 11% of total expenditure.

Budget result

Table 2 – Summary of operating result for the year

Category	2020 Budget \$'000	2020 Actual \$'000	Variance 2020 Budget to Actual \$'000
Total revenue	830,063	864,187	34,124
Total expenses	808,453	838,041	29,588
Operating result	21,610	26,146	4,536

Total revenue exceeded expectations by \$34.12 million primarily due to the revaluation increment of \$31.43 million. This relates to land and infrastructure assets with over 77% relating to land assets.

There was a positive variance in User Charges and Fees with actual revenue exceeding budget

by \$15.78 million. This is due to goods provided below fair value (non-cash) for rent to statutory bodies at the Queensland Cultural Centre Precinct of \$28.47 million which was not budgeted.

This was offset by a decrease in Environmentally Relevant Activity annual return fees as well as National Park camping, and visitor fees revenue associated with COVID-19 restrictions; and a negative variance of \$16.51 million in Grants and Other Contributions. The grants variance was due to the reprofiling of Queensland Reconstruction Authority for the Disaster Recovery Funding Arrangements - Riparian Recovery Program of \$22.4 million, offset by increased funding from the Commonwealth Reef Trust (\$5 million).

Other Revenue also impacted the positive variance to budget with a \$7.76 million variance. This increase is primarily related to higher than expected restitutions associated with protected area estate and general recoveries associated with natural disaster management.

Total expenditure exceeded budget by \$29.59 million. This variance was predominantly related to the category of Other Expenses of goods provided below fair value (non-cash) for rent to statutory bodies in the Queensland Cultural Centre Precinct of \$28.47 million. There was a positive variance in Employee Expenses of 6% which was offset by a negative variance of 6% within Supplies and Services.

Financial position

Table 3 – Summary of net assets as at 30 June 2020

Category	2020 Actual \$'000	2019 Actual \$'000	Variance \$'000
Total assets	5,759,709	5,694,086	65,623
Total liabilities	65,299	102,076	(36,777)
Net assets	5,694,410	5,592,010	102,400

Assets

Assets were steady with receivables and property, plant and equipment making up the majority of the \$65.62 million variance.

The decrease in receivables of \$25.25 million was primarily related to the loan receivable from Container Exchange (CoEx) of \$29.17 million, being fully paid out. Trade debtors increased slightly by \$1.8 million. To assist businesses, the

department entered into a number of payment plans with debtors a result of COVID-19.

Property, plant and equipment increased by \$78.72 million due primarily to infrastructure and land revaluation increments. With road infrastructure representing more than \$2.87 billion of the total assets, the department continually reassesses use and road lengths to improve asset assessment and valuation results. The Road Infrastructure Valuation Program used to apply for overall road category assessment is endorsed annually.

Liabilities

The department's current liabilities decreased by \$40.78 million. This reduction relates to trade creditors reducing by \$12.36 million and appropriation payable reducing by \$13.21 million. Both reductions relate to the general timing of transactions.

For payables, due to COVID-19, the department reduced all payment terms to 'pay immediately' to assist with cash flow support for businesses who supply goods and services for or on behalf of the department.

There was also a reduction of \$13.87 million for Other Liabilities of which \$13.61 million, held for Curtis Island Precinct management, was reclassified in 2019-20 as income as a result of the application of the new accounting standard AASB 1058 *Income of Not-for-Profit Entities*.

Overall, the department's financial position is very healthy due to the large asset portfolio and minimal liabilities.

Administered

Table 4 – Summary of the departments Administered activities

Category	2020 Actual \$'000	2019 Actual \$'000	Variance \$'000
Total revenue	458,576	152,665	305,911
Total expenses	458,576	152,665	305,911
Total assets	52,019	135	51,884
Total liabilities	52,019	135	51,884

The department administers, but does not control, certain activities on behalf of the Queensland Government. The administrative responsibility resides with the department; however the monies

are reported separately and outside of the department's controlled financial reporting.

The department returns all monies received to Queensland Treasury and therefore records a balanced result for the year. Further information is contained within the notes to the Financial Statements.

The introduction of the waste levy on 1 July 2019 has impacted the administered ledger with an increase of revenue of \$294.97 million.

Statement by the Chief Finance Officer

In accordance with the requirements of the Section 77 (2)(b) of the *Financial Accountability Act 2009*, the Chief Finance Officer has provided the Director-General with a statement confirming the financial internal controls of the department are operating efficiently, effectively and economically. This is also in conformance with Section 54 of the Financial and Performance Management Standard 2019.

The Chief Finance Officer has fulfilled the minimum responsibilities as required by the *Financial Accountability Act 2009*.

Corporate governance

Our corporate governance framework sets the department's direction and performance oversight arrangements.

The framework is based on the Australian National Audit Office's *Public Sector Governance guides* and *Australian Standard AS 8000-2003 Good Governance Principles*. It is aligned with the Queensland Government Performance Management Framework and the Queensland Audit Office's *Leading Accountability—Governance*.

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

Ethics and accountability

The department recognises that employment in the public service is a position of trust and, as such, we hold ourselves to a high standard. We ensure our staff are aware of the importance of ethical decision-making and accountability as key factors in strong performance and effective governance. Our strategies, plans, systems and procedures promote a culture of integrity. Together with ethics-focused training, they help staff undertake their roles impartially and apolitically. Our ethics resources and strategies include:

- Code of Conduct for the Queensland Public Service—the standard for ethical behaviour expectations
- Code of Conduct online training—mandatory for all staff at induction and at regular intervals
- fraud and corruption awareness training—refresher training was completed by employees during the year and tailored training provided to managers
- information on the department's website for staff and the public—including how to report alleged wrongdoing by employees, right to information, complaints handling, role of the Queensland Ombudsman, and rights of review
- fraud and corruption awareness and prevention website—provides resources to identify and mitigate risks
- dedicated ethics intranet page—including ethics resources for managers and staff
- presentation for employees by Crime and Corruption Commission on 9 December 2019, International Anti-Corruption Day
- updated Customer Complaints Management Policy and Procedure and Ombudsman Inquiries and Complaints Policy and Procedure.

Governance committees

The groups and committees below form the core of the department's governance arrangements. They ensure that the department has a clear direction, operates efficiently and fulfils its legislative responsibilities. They oversee and inform all major activities and decision-making:

- Executive Leadership Team
- Finance Committee
- Strategic Human Resources Sub-Committee
- Health and Safety Strategy Group
- Digital Investment Sub-Committee
- Agency Security Committee
- Audit and Risk Committee.

In addition, the Business and Corporate Partnership Board oversees delivery of corporate services and business programs to four partnering Queensland Government departments.

Executive Leadership Team

Chaired by the Director-General, the Executive Leadership Team (ELT) oversees the effective management and administration of the department, to ensure outcomes in line with the department's strategic priorities. It meets fortnightly to:

- ensure departmental activities align with, and achieve, the government's priorities and the department's strategic objectives
- prioritise resources and capabilities to deliver key strategies and programs
- provide strong leadership, direction and guidance to the department.

ELT's responsibilities also include supporting the Director-General to comply with corporate governance responsibilities:

- setting the strategic direction of the department and developing the Strategic Plan
- stewardship of the department's strategic direction, including managing strategic and key operational issues
- managing the corporate planning cycle, including setting and monitoring risk, key performance indicators and corporate priorities
- overseeing the department's corporate governance framework and the work of the ELT sub-committees
- setting and exemplifying expectations about the department's culture, values and working environment.

Finance Committee

The Finance Committee is chaired by the Deputy Director-General, Corporate Services, and meets monthly to:

- provide governance over the department's financial resources
- develop the department's financial risk management strategies
- make recommendations to the Director-General on financial issues.

Throughout the year, the Finance Committee:

- monitored the department's performance against fiscal targets
- coordinated in-depth reviews of financial risks, efficiency measures and financial management practices
- determined strategies to manage key departmental pressures.

Strategic Human Resources Sub-Committee

The sub-committee meets every six weeks and is chaired by the Deputy Director-General, Arts and Heritage. It assists the department to discharge its duties under the *Public Service Act 2008* and other legislative requirements. This sub-committee also identifies and manages key challenges, opportunities and priorities affecting DES' people and culture. This includes providing strategic input into, and championing, key human resource initiatives across the department and within divisions.

The sub-committee considers strategic human resource matters, including:

- the department's human resources direction and annual priorities

- strategic workforce planning
- organisational design and associated changes
- department-wide change management programs
- organisational culture
- human resource reporting and analytics.

Health and Strategy Safety Group

The Health and Safety Strategy Group meets every six weeks or as determined by the chair, Deputy Director-General, Queensland Parks and Wildlife Service and Partnerships.

The group is an integral part of the department's workplace health and safety (WHS) governance arrangements and helps discharge the department's duties under the *Work Health and Safety Act 2011*. The group advises the Director-General and ELT on WHS strategy, governance, policy and procedures, and systems performance.

Digital Investment Sub-Committee

The sub-committee meets monthly and is chaired by the Deputy Director-General, Science and Technology. Its role is to provide strategic leadership and governance of digital investments and strategies in the department. It ensures that all investments are aligned with whole-of-government priorities and the DIGITAL1ST Strategy. To fulfil this role, the sub-committee:

- provides oversight of relevant whole-of-government policies to ensure appropriate control of initiatives managed by the department
- assesses and determines investments in digital initiatives and ICT service activities
- ensures that digital service performance standards are efficient, effective and economical, meet the business needs of the department and are aligned with whole-of-government ICT policies, standards and guidelines
- reviews, reports and recommends remediation of service or change management issues and risks in digital initiatives
- oversees supporting governance entities and digital working groups.

Agency Security Committee

The Agency Security Committee is chaired by the Deputy Director-General, Corporate Services and meets bi-monthly. It ensures that the department addresses its information security obligations, including the performance of the Information Security Management System (ISMS) through compliance with relevant legislation, regulation, policy, and *IS18:2018 Information Security Policy* and *ISO 27001*. To fulfil this role, the committee:

- provides agency guidance on information security and ISMS related issues
- ensures ISMS controls implementation plans are developed, monitored and adequately progressed in line with the level of assurance required by the Director-General
- ensures information security related risks are identified, assigned appropriate controls, are within tolerance, and approved
- oversees the application of a systematic and repeatable approach to risk management under the ISMS
- ensures the annual information security assurance assessment is carried out with assurance reported to the Director-General prior to 30 September each year.

Audit and Risk Committee

The Audit and Risk Committee meets five times a year including a special meeting to review the department's annual financial statements and is chaired by a member from outside the department. The committee's role is to provide independent assurance and assistance to the Director-General regarding risk, control and compliance frameworks, external accountability responsibilities and the integrity framework. The committee also has responsibilities in relation to financial statements, misconduct prevention, performance management, audits and reporting. It actively contributes to the improvement of the department's management of risks and the development of a risk appetite statement.

The committee comprises internal and external members. The following external members were appointed by the Director-General and were remunerated for their services:

- Marita Corbett, chair—entitled to be paid \$3,000 (GST exclusive) per meeting to prepare for, and attend, up to five meetings per annum, up to a maximum of \$15,000 (GST exclusive) per calendar year
- Peter Dowling, external member—entitled to be paid \$600 (GST exclusive) per meeting to

prepare for, and attend, up to five meetings per annum, up to a maximum of \$3,000 (GST exclusive) per calendar year

- Karen Prentis, external member—entitled to be paid \$600 (GST exclusive) per meeting to prepare for, and attend, up to five meetings per annum, up to a maximum of \$3,000 (GST exclusive) per calendar year.

Departmental members of this committee are not remunerated for their roles.

Representatives of the department's Internal Audit Services and Queensland Audit Office (QAO) are invited to attend each meeting of the committee.

The committee convened five times during 2019–20. It observed its terms of reference and had due regard to Queensland Treasury's *Audit Committee Guidelines*. It gave consideration to all audit recommendations by the QAO, including performance audit recommendations, reviewed the implementation of external audit recommendations accepted by management and ensured that satisfactory progress was made to mitigate risks associated with audit findings.

Business and Corporate Partnership Board

The Business and Corporate Partnership (BCP) delivers corporate services and business programs to four Queensland Government departments. The BCP Board is responsible for the long-term performance and business success of the BCP. Its role is to provide leadership and set the strategic direction of the partnership.

The BCP operates through three corporate hubs - the Department of Environment and Services, Department of Agricultural and Fisheries, and Department of Natural Resources, Mines and Energy. Each hub is managed by a Head of Corporate, who is responsible for delivering a set of core services to the host agency and a selection of cooperative services to partnering agencies. The intent of this model is to ensure economies of scale, service integration, consistent service delivery, scalability, flexibility and responsiveness.

Accountability and risk management

Internal audit

Internal Audit Services provides an independent, objective assurance function to the Director-General in discharging responsibilities under section 78 of the *Financial Accountability Act 2009*.

Internal Audit Services enhances the department's corporate governance environment through an objective, systematic approach to evaluating the effectiveness and efficiency of corporate governance processes, internal controls, risk assessment and management practices. Its function is independent of management and external auditors.

These functions are provided to the department and two other Queensland Government departments (Department of Agriculture and Fisheries, and Department of Innovation and Tourism Industry Development) under the BCP.

Internal Audit Services operates in accordance with the Internal Audit Annual Plan, a risk-based plan endorsed by the Audit and Risk Committee and approved by the Director-General. During 2019–20, it delivered its role and responsibilities in line with the Internal Audit Charter.

Internal Audit Services assists the Audit and Risk Committee to obtain independent assurance on its responsibilities, including risk management, internal controls, financial statements, internal and external audit matters and improved governance. The internal audit function is independent of management and the external auditors.

This year, Internal Audit Services completed the following reviews for the department:

- Waste Levy Program Health Check Review
- Queensland Cultural Centre Car Park Revenue Model Review
- Social Media Effectiveness Review
- ESR Compliance Monitoring and Enforcement Review
- Compliance of Science Facilities Review
- Governance Committees Review
- Connect Annual Fee Invoicing Review
- Review of Car Park Cash Collection Review
- Integrated Waste Program Waste Levy Finance Management Review
- Regional Office Administrative Process and Financial Compliance Review
- QPWS&P Camping and Vehicle Permits—Non-agent Revenue Processes Review
- Science and Technology Procurement and Purchases Review

- ESR Investigations Processes Review
- QPWS&P Strategic Capital Infrastructure Program Review
- Regional Recycling Transport Assistance Package – Grant Review

External scrutiny

Independent scrutiny of government performance may be carried out by a number of external entities. Significant external audits and reviews undertaken during the year are detailed below.

Queensland Audit Office—Managing cyber security risks (Report 3: 2019–20) (Tabled 1 October 2019)

The QAO *Report Managing Cyber Security Risks* (Report 3: 2019–20), was tabled in Parliament on 1 October 2019 and examined whether entities effectively manage their cyber security risks. While the audit was specifically performed in relation to three public sector entities, all public sector agencies were advised to assess themselves against the first three audit recommendations and to assess the relevance of the other 14 recommendations to their agency.

The Department is committed to managing cyber security and has established governance arrangements and frameworks for managing cyber security risks. This includes implementing an Information Security Management System as required under the Queensland Government Information security policy IS18:2018. The department has an established Agency Security Committee and works closely with our Information Technology service providers to consider and implement the audit recommendations. Quarterly reports on progress with establishing the Report recommendations were also submitted to the department's Audit and Risk Committee for consideration and endorsement.

The self-assessment against recommendations 1 to 3 of the Report showed the department had established an effective cyber security framework, information security classification practices and the ability to identify and assess cyber security risks. Recommendations 4 to 17 of the Report highlighted areas for improvement, and these have been established with only two recommendations (recommendations 12 and 13) remaining, scheduled to be completed by December 2020.

The department has a systematic and repeatable approach to managing its risks and ensures steps are taken to minimise all risks outside of its established risk appetite.

Queensland Audit Office—Addressing mine dust lung disease (Report 9: 2019–20) (Tabled 5 December 2019)

The QAO assessed how effectively public sector entities had implemented recommendations from the Monash review and reports 2 and 4 from the Coal Workers' Pneumoconiosis Select Committee, which aimed to reduce the risk and occurrence of mine dust lung disease.

The QAO identified the recommendations that the department was responsible for implementing and found that the department had effectively implemented the recommendations of the Monash Review and the Select Committee. There are no outstanding recommendations for the department.

Queensland Audit Office—Managing coal-seam gas activities (Report 12: 2019–20) (Tabled 18 February 2020)

The QAO assessed how well entities regulate and manage Queensland's coal seam gas activities and environmental obligations, to ensure a safe, efficient and viable industry.

The QAO audited two entities—the department and the Department of Natural Resources, Mines and Energy (DNRME) as regulator, and the GasFields Commission Queensland (GFCQ) as overseer of the regulatory framework.

The QAO made six recommendations involving the department:

1. make better use of data to effectively deliver regulatory activities
2. enhance coordination with DNRME to assist in providing greater clarity for applicants and stakeholders on the progress of tenure and environmental authority applications.
3. develop and implement a coordinated data-sharing framework with GFCQ and DNRME
4. work with key stakeholders to further evaluate the adequacy of remedy for property owners neighbouring coal seam gas activities
5. evaluate the current collaborative engagement approach with GFCQ and DNRME to determine its effectiveness
6. facilitate ways to further enhance the exchange of information between industry, government and landholders in situations where landholders have not been given the information to make an informed decision.

On 7 February 2020, the department responded to the QAO, indicating that the department agreed with the findings and would work with DNRME and the GFCQ to implement the recommendations due between April and December 2020.

Risk management

The department's risk management policy is based on the international risk management standard ISO 31000:2018 and Queensland Treasury's risk management guidelines. This provides a sound framework for managing risks consistently across the department.

The department's risk appetite statement applies to all risk management decision-making. It encourages prudent risk-taking and escalation when appropriate. Key strategic risks and opportunities are identified as part of our annual strategic planning process. Risks that may impact on business objectives are identified by business areas as part of their business planning.

Strategic and operational risks are reviewed regularly to monitor the progress of risk treatments and the overall effectiveness of controls. The Three Lines of Defence framework provides assurance of the effectiveness of risk controls, including monitoring of enterprise risks and quarterly reporting of significant risks to the Audit and Risk Committee.

This year, the department reviewed and updated:

- DES Risk Management Procedure
- DES Risk Appetite Statement.

Recordkeeping

The department has a comprehensive records management framework, consistent with the *Public Records Act 2002*, *Public Service Act 2008* and the Queensland State Archives Records Governance Policy.

All documents are held in corporate document and records management systems (eDOCS, Micro Focus Content Manager) or held in file structures with appropriate security access according to the Information Security Policy. There have been no serious security breaches of this system.

Our Digital Recordkeeping Futures plan outlines the strategic direction for recordkeeping in the department. Our approach continues to apply new technologies to maximise the use of digital records in business processes and ensure digital recordkeeping requirements are met. The number

of records transferred to off-site storage continues to decline as the transition to digital recordkeeping increases.

The department has a proactive appraisal and disposal program, with departmental records covered by a number of approved retention and disposal schedules:

- Environment QDAN 733
- Parks QDAN 740
- Heritage Conservation QDAN 741.
- University Sector QDAN - science function.

This year, under a machinery-of-government change, the physical records from the Cape York Peninsula Tenure Resolution Program transferred to the department from the Department of Aboriginal and Torres Strait Islander Partnerships.

Information systems

The department maintains critical information systems to support its services, including:

- 'MyRanger' App —National Parks visitor resource
- HerbreCs—repository of flora taxonomy data
- Wetland/Info—first-stop-shop for wetland management resources in Queensland
- Coastal Data System—wave and storm-tide information from remote monitoring stations
- Supply of Climate Information (SILO)—natural resource management information for users such as the Bureau of Rural Sciences
- Strandnet—stranded animals information
- National Parks Booking System—National Parks camping and vehicle permits
- Living Heritage Information System—places on the Queensland Heritage Register and other places of cultural heritage significance
- Queensland Waste Disposal Levy System—waste data and levy reconciliation
- Littering and Illegal Dumping Online Reporting System—public reporting of littering or illegal dumping
- Corporate systems—correspondence, finance and human resources
- DES intranet and internet—information and services to employees and the public.

Our people

Workforce profile

We employ a diverse range of talented people who work together to ensure the environment, science and the arts enrich the lives of Queenslanders. We strive to create workplaces where diversity is celebrated, health and safety is valued, the wellbeing of employees is a priority and career development is encouraged.

As at 30 June 2020, the department employed 2,992.27 full-time equivalent (FTE) employees, 85.20% of whom were employed on a permanent basis.* The permanent separation rate is 4.68% per annum.

**The FTE figure reflects Minimum Obligatory Human Resource Information (MOHRI) collected and reported by the Queensland Public Service Commission as at 30 June 2020.*

Workforce planning

We are committed to strategies to attract and retain a workforce that is inclusive, diverse, engaged, agile and high performing. To meet the challenges of the future, the department is particularly focused on:

- maximising performance
- building capabilities needed for the workforce of the future
- talent acquisition with a focus on frontline roles
- leadership and management development
- developing a diverse and inclusive culture
- employee health and wellbeing.

Talent acquisition

Onboarding

The department's induction process for all new employees:

- provides a smooth transition into the department and the work environment
- provides information on employment conditions and entitlements
- helps new starters understand the responsibilities and behaviours expected of them
- provides an understanding of the function and operations of the department as well as their business group or work unit.

The induction process includes online courses:

- Welcome to DES
- Code of conduct
- Emergency safety
- Fraud and corruption awareness
- Work, health and safety
- Information privacy awareness
- Starting the journey
- Public entities and Queensland's *Human Rights Act 2019*
- Disability awareness
- Procurement 101
- Financial delegations
- Information security
- Recognise, Respond and Refer—domestic and family violence awareness.

Career pathway programs

The department supports a range of career pathway programs to ensure we have the right people with the right skills for the future. In the 2020 graduate program, eight graduates from a range of disciplines undertook structured leadership development with exciting, challenging and rewarding opportunities.

Work placement opportunities were also provided for 12 university students as part of their degree requirements. They came from a range of disciplines, including environmental management and law.

Leadership talent acquisition

Over the last 18 months, the department has transformed the approach to Senior Executive Service (SES) talent acquisition. This has been designed to increase the breadth of executive experience from across the public, private and higher education sectors and bring contemporary skillsets to the leadership of DES.

The Executive Leadership Team has achieved gender parity and is approaching parity for the entire SES cohort.

Maximising performance

Planning for performance

All employees participate in performance and development processes throughout the year. Managers and their staff are strongly encouraged

to have regular and meaningful conversations about achievements and development needs.

The department has a range of tools and support mechanisms to assist managers and employees to have meaningful conversations about development. Employees are encouraged to consider a range of development options, including on-the-job training, relieving, short-term projects, coaching and mentoring, as well as participation in formal training activities.

Reward and recognition

The department values its employees and recognises that their success and achievements contribute to the department's high performance. Reward and recognition mechanisms that acknowledge successes, achievements and employment milestones support a healthy and positive workplace culture. Formal reward and recognition initiatives include:

- DES Excellence Awards
- Public Service Medals
- Premier's Awards for Excellence in Public Service Delivery
- Director-General's Safety Behaviour Awards
- Certificates of Service.

Supervisors and managers are also encouraged to informally recognise and celebrate the value and contributions of their staff.

Building capability

The department continues to support staff to develop critical skills and assists them in their career development.

We provide a broad range of training and development opportunities for our staff, using the 70:20:10 model of learning and development. Development opportunities cover technical training, management and leadership, cultural capability training, disability awareness as well as business and interpersonal skills.

Employees have access to a range of other opportunities, including further education, conferences and seminars. Staff also make use of on-the-job development opportunities through self-directed learning, stretch projects, secondments and higher duties arrangements.

For example, in 2019–20 the department's traditional Authorised Officers training was recrafted to be part online and the face-to-face component streamlined to ensure participants are well-equipped to perform their role.

Mentoring programs

Following the success of the mentoring program in 2018–19, the department delivered another three programs for (1) general staff, (2) women in leadership and (3) First Nations employees. These programs attracted over 100 nominations and included mentors from all levels and areas of the department. This year, our Women on Boards Network were also invited to participate to broaden contacts and foster stronger working relationships across the department.

In response to restrictions placed on large gatherings due to COVID–19 and to ensure our employees could access the program, we transitioned the mentoring orientation sessions to an online platform and successfully engaged more than 60 mentoring participants over two days.

Leadership and management development

Our leaders and managers play a vital role in delivering business outcomes and building the capabilities of our people. In 2019–20, we developed a renewed approach to leadership development that incorporates the Queensland public sector competency framework, Leadership Competencies for Queensland, employee feedback, and Working for Queensland results.

Two new leadership programs were developed and piloted with 15 employees. Leadership in Focus, launched in March 2020 for advanced managers, assesses participants' current leadership capabilities using the LEAD4QLD assessment tool. Framing Leadership, to be launched 2020-21, will provide leadership development guidance for new managers. Both programs use online learning, face-to-face development, 1:1 coaching and group activities.

This year, 44 employees completed the People Matters program, a three-day, hands-on development program that equips emerging leaders with foundational leadership skills to support their journey into management.

A diverse and inclusive culture

We are working to create a diverse and inclusive workplace that reflects the communities in which we live and serve. Our work to support diversity is woven through all programs and initiatives, and set out in our Cultural Capability Action Plan, Reconciliation Action Plan and Disability Service Plan.

Outlined below is the percentage of our workforce that identifies with our Equal Employment Opportunity groups:

4.43%	Aboriginal people and Torres Strait Islander people
2.92%	People with a disability
7.47%	People from a non-English speaking background
50.35%	Women in the workforce
46.04%	Women in senior leadership roles (CEO, SES, SO)

The department has Employee Reference Groups, made up of staff who identify or have an interest in diversity, which are supported by senior leaders who act as champions. Key achievements of the groups this year include:

- supporting NAIDOC week participation and government activities at Musgrave Park
- celebrating AccessAbility Day by hosting nine jobseekers with lived experience for a full day, including on-the-job training and a career planning session
- celebrating Disability Action Week with the screening of the Wide-Angle Film Festival, a whole-of-government initiative
- the development of an AccessAbility video on reasonable adjustment to support employees and managers of people with a disability
- the addition of disability awareness training to the department's corporate induction
- delivering 19 cultural capability training sessions across the department, with 425 employees completing the training
- celebrating Queensland Women's Week with events in Brisbane, Townsville and Cairns on the topic #eachforequal.

A Thriving Culture

We are committed to creating a vibrant and rewarding organisational culture. Our Thrive program is fostering a culture where continuous learning is valued, and people are supported to seek out new challenges. Thrive builds on insights and staff feedback, gathered during the 2018–19 Designing DES initiative and Working for Queensland employee opinion surveys. Staff said they wanted to see improvements in the areas of performance, collaboration, trust and transparency.

Thrive is building awareness of how individual mindsets can impact organisational culture. It provides staff with opportunities to learn more about emotional intelligence, unconscious biases, failure and resilience. The program is being delivered through information sessions, workshops and a fortnightly e-newsletter.

Employee health and wellbeing

Health, Safety and Wellness

Managing workplace risks to ensure our employees can go home safely is a key priority for the department. During 2019-20, we completed a review of the department's safety management system to align with the new ISO Safety Management Standard 45001. Key initiatives this year include:

- development of a new incident reporting tool, designed with the end user in mind, to improve the quality of data from workplace incidents and better inform decision-making
- continuing our wellness program, ensuring employees have access to skin cancer checks, flu vaccinations, mental health awareness sessions, nutritional information, financial fitness seminars and corporate memberships for health insurance and fitness centres
- best practice early intervention strategies to appropriately manage our injury and illness cases to get the best possible return-to-work outcomes
- trialling a proactive welfare check program targeting employees who are vulnerable or working in remote and isolated locations
- completing a review of workplace health and safety policies and procedures to standardise processes across the department, support legislative compliance and align with the safety management standard.

Flexible working arrangements

Providing flexible working arrangements is a key enabler of an inclusive and productive workplace.

This year, the department progressed promoting a culture of flexibility by being flexible about location in all vacancy advertising.

To facilitate workplace flexibility and mobility, we have accelerated the transition from desktop computers to laptops and enabled greater remote access to emails and online conferencing.

The COVID-19 pandemic has challenged the department, with over 50% of employees working remotely full or part-time while restrictions were in place; and our onsite staff adapting workplace practices to remain COVID-safe. The resilience and innovation of our employees ensured that work practices were successfully adapted, with employees still able to provide services to the community and deliver on our priorities. Continued embedding of remote working and online conferencing will continue post COVID-19.

Ethical behaviour and the Code of Conduct—it's not just about what we do, but how we do it

The department expects all employees to demonstrate high ethical standards and values. These are clearly explained in the Code of Conduct and are underpinned by the ethical principles set out in the *Public Sector Ethics Act 1994*:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

To ensure all employees are aware of expected standards of behaviour, all new starters complete Code of Conduct training as part of their induction. Refresher training occurs at regular intervals. Face-to-face information sessions on appropriate workplace behaviour that help employees recognise inappropriate behaviour in the workplace, identify who has responsibility for addressing the behaviour and consider ways it could be addressed are also delivered.

Industrial and employee relations framework

The *Industrial Relations Act 2016* provides a framework for cooperative industrial relations and sets out the minimum employment standards for employees. The *Public Service Act 2008* prescribes arrangements and responsibilities specific to public service employees. Associated industrial instruments detail employee conditions:

- Queensland Public Service Employees and Other Employees Award—State 2015
- Parks and Wildlife Employees Award—State 2016
- General Employees (Queensland Government Departments) and Other Employees Award—State 2015
- Civil Construction, Operations and Maintenance General Award—State 2016.

The State Government Entities Certified Agreement 2019, certified on 9 June 2020, is the only certified agreement that applies to employees of the department.

The department engages with employees and their representatives through the Agency Consultative Committee. The People and Culture branch, within Corporate Services, has responsibility for overall management of industrial relations in consultation with business areas. The branch is also responsible for liaising with central agency departments, such as the Office of Industrial Relations and the Public Service Commission, in relation to whole-of-government matters, including enterprise bargaining, directives, industrial instruments and legislative changes.

Early retirement, redundancy and retrenchment

During the period, one employee received a redundancy package at a cost of \$128,315.30

Human rights—respect · protect · promote

Department of Environment and Science Human Rights Working Group

In July 2019, the department established an internal working group to oversee the implementation of the *Human Rights Act 2019* across the department by:

- supporting the department's representative on the Human Rights Inter-Departmental Committee, established by the Department of Justice and Attorney General
- acting as a point of contact and advice for divisions
- ensuring the department is implementing the Act appropriately
- keeping the Director-General and Executive Leadership Team updated on progress and providing advice on risks, issues and workload across the department in complying with the Act.

The working group is chaired by the department's representative on the inter-departmental committee and has members from each of the department's divisions and relevant areas of corporate services. The working group meets monthly and reports back to both the Executive Leadership Team and the inter-departmental committee.

Training and awareness-raising

The department rolled out mandatory training on the department's human rights responsibilities for all current staff (and new staff as part of their induction). The department is arranging tailored, face-to-face training for specific frontline staff and authorised officers.

In December 2019, the department hosted a seminar by the Queensland Human Rights Commissioner. The seminar was available to all departmental staff and statutory bodies. The presentation gave attendees information on the origin of human rights, the scope of the Queensland legislation and an opportunity to explore some practical applications with the Commissioner.

Human rights relevant to pandemic response

During COVID-19, the Department of Environment and Science played an important role in the government's efforts to protect and support Queenslanders. The department took actions and made decisions consistent with the *Human Rights Act 2019*, the main one being to close national parks and camping areas for certain periods, which limited the right to freedom of movement (section 19) so as to protect the right to life (section 16).

In taking these actions and making these decisions, the department was mindful of its obligation to act compatibly with human rights, by ensuring that any limitations on human rights were reasonable and justified.

Reporting

In response to complaints reporting under section 97(2)(b) of the *Human Rights Act 2019*, the department has not received any human rights complaints since commencement of the Act.

In response to section 97(2)(c) and under the supervision of the department's Working Group, the department has undertaken a review of its 24 pieces of primary legislation and 16 subordinate instruments for which it has responsibility. A review of the department's extensive list of policies and procedures is underway.

How to contact us

The department's head office is at 1 William Street, Brisbane. Other offices and service areas are located in the Brisbane CBD and greater Brisbane area, and in major regional centres across Queensland, including Cairns, Townsville, Rockhampton, Maroochydore, Robina and Toowoomba.

Head office

1 William Street
Brisbane Qld 4000

Post

GPO Box 2454
Brisbane Qld 4001

Websites

Environment and Science

www.des.qld.gov.au

Office of the Queensland Chief Scientist

www.chiefscientist.qld.gov.au

Arts Queensland

www.arts.qld.gov.au

Enquires

Enquiries or requests for information can be made by telephoning 13 QGOV (13 74 68) or submitting an [enquiry form](#).

Office locations

Our department has a network of regional offices and business centres located throughout Queensland. A full list of these locations and the services they provide can be found on the department's website.

To confirm that the services or products that you require are available from your local business centre, please telephone 13 QGOV (13 74 68).

Social media

www.facebook.com/QldEnvironment

www.twitter.com/QldEnvironment

www.youtube.com/QueenslandEnvironment

www.linkedin.com/company/department-of-environment-and-science

Queensland National Parks

www.facebook.com/qldnationalparks/

www.twitter.com/QldParkAlerts

www.instagram.com/qldparks/

Arts Queensland

www.facebook.com/artsqueenslandAQ

www.twitter.com/artsqueensland

www.instagram.com/artsqueensland

www.youtube.com/user/ArtsQueensland/videos

www.linkedin.com/company/arts-queensland

Science

www.facebook.com/qldscience

Appendix 1—Legislation administered by the department

Legislation administered as at 30 June 2020

Aboriginal Land Act 1991 (to the extent that it is relevant to the transfer of land as Aboriginal land prior to the dedication of national parks (Cape York Peninsula Aboriginal land) under the Nature Conservation Act 1992 and associated transfers of land as Aboriginal land)

Biodiscovery Act 2004

Cape York Peninsula Heritage Act 2007 (except to the extent administered by the Minister for Natural Resources, Mines and Energy)

Coastal Protection and Management Act 1995

Environmental Offsets Act 2014

Environmental Protection Act 1994

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

Forestry Act 1959 (jointly administered with the Minister for Agricultural Industry Development and Fisheries)

Gene Technology (Queensland) Act 2016

Lake Eyre Basin Agreement Act 2001 (to the extent that it is relevant to environmental matters)

Land Act 1994 (to the extent that it is relevant to dealing with land associated with the dedication of national parks (Cape York Peninsula Aboriginal land) under the *Nature Conservation Act 1992*, associated transfers of land as Aboriginal land and actions agreed in Indigenous Land Use Agreements for those lands)

Libraries Act 1988

Marine Parks Act 2004

National Environment Protection Council (Queensland) Act 1994

Nature Conservation Act 1992

Newstead House Trust Act 1939

North Stradbroke Island Protection and Sustainability Act 2011 (except to the extent jointly administered with the Minister for Employment and Small Business and Minister for Training and Skills Development)

Queensland Art Gallery Act 1987

Queensland Heritage Act 1992

Queensland Museum Act 1970

Queensland Performing Arts Trust Act 1977

Queensland Theatre Company Act 1970

Recreation Areas Management Act 2006

Tweed River Entrance Sand Bypassing Project Agreement Act 1998

Waste Reduction and Recycling Act 2011

Water Act 2000 (Chapter 3, and to the extent relevant to Chapter 3, Chapters 5, 6 and 7); (Chapter 8, Part 5, jointly administered with the Minister for Natural Resources, Mines and Energy)

Wet Tropics World Heritage Protection and Management Act 1993

Acts repealed in 2019–20

Nil to report

Legislation passed in 2019–20

Environmental Protection (Great Barrier Reef Protection Measures) and Other Legislation Amendment Act 2019

Appendix 2—Queensland Heritage Council

QUEENSLAND HERITAGE COUNCIL ANNUAL REPORT 2019–20

Introduction

Queensland's cultural heritage is conserved for the community and future generations through the provisions of the *Queensland Heritage Act 1992* (the Act). Among other things, the Act establishes the Queensland Heritage Council, a 12-member independent and impartial body with the main functions of:

- deciding places to be entered or removed from the Queensland Heritage Register
- advising the responsible Minister about Queensland's cultural heritage
- advising and making recommendations to relevant Ministers on matters of heritage development proposed by Queensland Government departments
- encouraging community interest in and understanding of Queensland's cultural heritage
- advising government and community organisations on appropriate management of cultural heritage places, and
- providing other functions delegated to the Heritage Council by the responsible Minister.

The Department of Environment and Science supports and funds the Heritage Council's operations through its Heritage Branch. Heritage Council members are remunerated in accordance with the *Remuneration of Part-Time Chairs and Members of Government Boards, Committees and Statutory Authorities* as approved by the Governor in Council.

In Queensland, the Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) has responsibility for Aboriginal and Torres Strait Islander cultural heritage under the *Aboriginal Cultural Heritage Act 2003* and the *Torres Strait Islander Cultural Heritage Act 2003*. The Heritage Council, in consultation with DES, works with DATSIP on matters of cultural heritage where their respective responsibilities overlap (for example, where a place of Aboriginal or Torres Strait Islander cultural significance is also listed on the Queensland Heritage Register).

Membership

The Governor in Council appoints the 12 Heritage Council members, with the Act requiring five members to represent specific organisations and

seven members to be appointed for their heritage knowledge and expertise. Terms of appointment are up to three years, with a maximum six years' continuous membership.

As at 30 June 2020, Heritage Council members were:

- Ms Debbie Best, Chair and expert representative
- Cr George Seymour, Deputy Chair and expert representative
- Mr Andrew Ladlay, representing the National Trust of Australia (Queensland)
- Ms Judy Peters, representing the Local Government Association of Queensland
- Ms Ann-Marie Allan, representing the Queensland Council of Unions
- Mr Stuart Lummis, representing property owners and managers
- Ms Clare Wilkes, representing rural interests
- Mr Andrew Barnes, a structural engineer and authority on heritage conservation
- Ms Judy Brien, a barrister with specialised knowledge in heritage and planning and environment law
- Ms Kathy Davis, heritage property owner and advocate
- Ms Alice Hampson, an architect, writer and architectural historian
- Dr Katie McConnel, a historian specialising in local heritage and history.

Taking effect from 1 January 2020, the Governor in Council approved the reappointment of the Heritage Council's Chair and Deputy Chair and three council members whose terms were expiring: Ms Judy Brien, Ms Alice Hampson and Dr Katie McConnel. In addition, the Governor in Council approved the appointment of new members Mr Stuart Lummis and Ms Clare Wilkes. Heritage Council member Ms Tanya Neville, who represented the interests of property owners and managers on the Council since 2017, completed her service at the end of 2019 when her term expired.

Key activities

Key Heritage Council activities during 2019–20 included:

- entering 14 new places into the Queensland Heritage Register

- providing heritage advice to the Queensland Government and other relevant agencies on major infrastructure projects including Cross River Rail and the New Performing Arts Venue at the Queensland Cultural Centre
- providing heritage advice to the Department of Education and associated contractors in relation to upgrades and new additions planned for heritage-listed schools, including the Brisbane Central State School and the Ithaca State School
- providing Heritage Council representatives to the:
 - independent expert panel for the New Performing Arts Venue
 - assessment panel for round four of the Queensland Government's Community Sustainability Action Grants for Heritage Conservation
- sponsoring and contributing to a number of Open House events across the State, including Bundaberg, the Gold Coast, Sunshine Coast and Brisbane
- providing sponsorship for the annual National Trust of Australia (Queensland) Heritage Awards, held on 29 October 2019.

Meetings and business continuity

The Heritage Council met 11 times during 2019–20. Meetings in 2019 were held on 26 July, 21 August, 20 September, 25 October, 29 November and 10 December. Meetings in 2020 were held on 31 January, 28 February, 27 March, 1 May and 26 June. Like many agencies working through the global COVID–19 event, the Heritage Council continued to progress the State's necessary heritage work during this time, with Council members, departmental representatives and relevant stakeholders meeting remotely from February 2020.

The Queensland Heritage Register

The Queensland Heritage Register is the Heritage Act's main mechanism for protecting Queensland's cultural heritage. A key function of the Heritage Council is to decide on applications to enter places into the register.

Each application is considered by the Heritage Council to ensure the register is a representative and comprehensive State-wide record of

Queensland's cultural heritage. The register contains a diverse range of places such as community halls, theatres, rural and suburban homes, commercial and government buildings, places of worship, roads, bridges, railways, mining sites, burial places, sites of public recreation, parks and gardens and even specific trees, such as Barcaldine's Tree of Knowledge.

There were 1,784 places on the Queensland Heritage Register as at 30 June 2020, with the Heritage Council deciding to enter 14 new heritage places in 2019–20. Details of decisions made regarding the Heritage Register are below.

Places entered

- Allenstown State School
- Berserker Street State School
- Blenheim State School
- Chapel Street Bridge, Ravenswood
- Drayton State School
- Harris House, Toowoomba
- Mount Crosby Pumping Station Complex
- Mount Sylvia State School
- Rainworth State School
- Wellcamp State School
- Yeppoon State School
- Queensland National Bank (former), Charters Towers
- Mackay Memorial Swimming Centre
- US Army Radio Receiving Station (Former), Birkdale

It is essential that the entries of State heritage places remain current. In its statutory role, the Heritage Council considers proposed amendments to Queensland Heritage Register entries with the aim of having accurate information about heritage places and ensuring the evolution of these places over time is correctly recorded. During 2019–20, the Heritage Council made decisions to update the entries listed below:

Register entries revised through consent of the Heritage Council and place owners

- Brisbane Central Technical College (former), Brisbane City
- Roma Street Railway Station, Brisbane City

Places entered as additional land to existing entry

- Nil

Glossary

Term	Definition
70:20:10 model of learning and development	The 70:20:10 model of learning and development incorporates three types of learning: 70% from real-life and workplace experiences, 20% from relationship learning (feedback, mentoring, coaching, networks and from observing and working with role models) and 10% from formal learning and structured programs.
Best management practice	Methods or techniques found to be the most effective and practical way to achieve an objective, while making best use of the department's resources.
Biodiversity	Life in all its forms—different plants, animals and micro-organisms, the genes they contain and the ecosystems they form.
Catchment	An area of land on which runoff from rainfall is collected and transferred to a waterway.
Circular economy	An economic system aimed at eliminating waste and the continual use of resources.
Connect	DES' online licensing system.
Declared Fish Habitat Area (FHA)	Areas to protect key inshore and estuarine fish habitat areas that are essential to sustaining fisheries. While declared fish habitat areas protect these key fish habitats from physical disturbance associated with coastal development, community access and use such as legal fishing and boating are allowed and encouraged.
Ecosystem	A community of organisms interacting with one another and their environment.
Ecotourism	Ecologically sustainable tourism with a primary focus on experiencing natural areas that foster environmental and cultural understanding, appreciation and conservation.
Environmental authority	Authorisation provided by DES, which allows an environmentally relevant activity to be performed.
Heritage	Places of cultural and natural significance that we want to keep, respect and pass on to future generations. Heritage places include buildings, structures, cemeteries, archaeological sites, gardens, urban precincts, and natural and landscape features.
Indigenous management agreement	An agreement that establishes how a protected area on Cape York Peninsula or on (Minjerrabah) North Stradbroke Island will be jointly managed between Traditional Owners and the State of Queensland. It describes the parties' respective roles and responsibilities as well as the strategic management directions.
Long paddock website	A Queensland Government website that provides access to rainfall and pasture information and decision support tools to support land management decision making and planning.
Management plans	Statutory documents that provide clear management direction and priority actions for QPWS-managed areas. Management plans require public consultation and, in the case of national park (CYPAL) or an Indigenous Joint Management Area, must be prepared jointly with relevant First Nations landholders.
Marine park	Large multiple use areas that provide for the conservation of the marine environment. Through a system of zoning, marine parks provide for a range of recreational and commercial pursuits while also supporting conservation initiatives. Marine parks help protect a

Term	Definition
	wide variety of habitats including mangrove wetlands, seagrass beds, mudflats, sandbanks, beaches, rocky outcrops and reefs.
National park	A large natural or near natural area set aside to protect large-scale ecological processes, along with the complement of species and ecosystems characteristic of the area, which also provide a foundation for environmentally and culturally compatible spiritual, scientific, educational, recreational and visitor opportunities. The primary objective of a national park is to protect natural biodiversity along with its underlying ecological structure and supporting environmental processes, and to promote education and recreation consistent with this objective.
National Science Week	An annual celebration of science in Australia.
Nature refuge	An area of land voluntarily dedicated and protected for conservation purposes while allowing compatible and sustainable land uses to continue.
Office of the Great Barrier Reef	A business area within the department that is responsible for implementing and coordinating reef management strategies and programs including the Queensland Government's actions under the <i>Reef 2050 Long-Term Sustainability Plan</i> , Reef election commitments and the <i>Reef 2050 Water Quality Protection Plan</i> .
Per and polyfluoroalkyl substances (PFAS)	A chemical compound historically used as a fire-fighting foam.
Protected area	Land and sea areas dedicated as protected areas under the <i>Nature Conservation Act 1992</i> , State and Commonwealth marine parks acts, and the <i>Fisheries Act 1994</i> .
Queensland Heritage Register	A statutory list of places of cultural heritage significance to Queensland.
Stakeholders	Individuals, groups or organisations with specific interest in and/or influence on the work of the department.
STEM education	An approach to learning and development that integrates the areas of science, technology, engineering and mathematics.
Wetlands	Areas of permanent or periodic/intermittent inundation, whether natural or artificial, with water that is static or flowing, fresh, brackish or salt, including areas of marine water the depth of which at low tide does not exceed six metres.
WetlandInfo	A 'first-stop-shop' website for wetlands information for Queensland and covers all aspects of wetlands management, across the whole of Queensland for all wetland types.
WildNet website	A database that supports Queensland's biodiversity and protected areas by providing important wildlife information that underpins conservation policies, programs and management responses.
World Heritage Areas	These areas are examples of the world's most outstanding natural or cultural heritage that it is agreed should be protected for all humanity. They are identified and listed under an international treaty administered by the United Nations Educational, Scientific and Cultural Organisation (UNESCO).

Compliance checklist

Summary of requirement	Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7 Page 2
Accessibility	Table of contents	ARRs – section 9.1 Page 1
	Glossary	Page 51
	Public availability	ARRs – section 9.2 Inside front cover
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3 Inside front cover
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4 Inside front cover
	Information Licensing	<i>QGEA – Information Licensing</i> ARRs – section 9.5 Inside front cover
General information	Introductory Information	ARRs – section 10.1 Page 4
	Machinery of Government changes	ARRs – section 10.2, 31 and 32 Not applicable
	Agency role and main functions	ARRs – section 10.2 Pages 4-5
	Operating environment	ARRs – section 10.3 Page 4
Non-financial performance	Government's objectives for the community	ARRs – section 11.1 Page 5
	Other whole-of-government plans / specific initiatives	ARRs – section 11.2 Page 32
	Agency objectives and performance indicators	ARRs – section 11.3 Pages 9-32
	Agency service areas and service standards	ARRs – section 11.4 Page 4 Pages 26-31
Financial performance	Summary of financial performance	ARRs – section 12.1 Pages 33-35
Governance – management and structure	Organisational structure	ARRs – section 13.1 Page 8
	Executive management	ARRs – section 13.2 Page 6
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3 www.des.qld.gov.au
	Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4 Page 45
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5 Page 46
	Queensland public service values	ARRs – section 13.6 Page 6
	Governance – risk management and accountability	Risk management
Audit committee		ARRs – section 14.2 Page 38
Internal audit		ARRs – section 14.3 Page 39

Summary of requirement	Basis for requirement	Annual report reference
	External scrutiny	ARRs – section 14.4 Page 39
	Information systems and recordkeeping	ARRs – section 14.5 Pages 40-41
Governance – human resources	Strategic workforce planning and performance	ARRs – section 15.1 Page 42
	Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2 Page 45
Open Data	Statement advising publication of information	ARRs – section 16 Inside front cover
	Consultancies	ARRs – section 33.1 https://data.qld.gov.au
	Overseas travel	ARRs – section 33.2 https://data.qld.gov.au
	Queensland Language Services Policy	ARRs – section 33.3 https://data.qld.gov.au
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1 Provided electronically
	Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2 Provided electronically

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2019*

ARRs *Annual report requirements for Queensland Government agencies*

Financial statements

The 2019–20 financial statements are provided electronically.

