

Department of National Parks, Recreation, Sport and Racing

2012–13 Annual Report

Purpose of the report

This annual report details the financial and non-financial performance of the Department of National Parks, Recreation, Sport and Racing (NPRSR) from 1 July 2012 to 30 June 2013. It highlights the work, achievements, activities and strategic initiatives of the department and satisfies the requirements of *Queensland's Financial Accountability Act 2009*.

Feedback

Provide feedback on the annual report through the Get Involved website www.qld.gov.au/annualreportfeedback

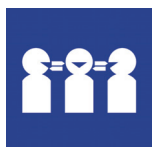
Public availability

This publication can be accessed and downloaded from the department's website
<http://www.nprsr.qld.gov.au/about/corporatedocs/annual-report.html>

Alternatively, hard copies of this publication can be obtained by emailing info@nprsr.qld.gov.au

Interpreter service statement

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, please call the Translating and Interpreting Service (TIS National) on 131 450 and ask them to telephone Library Services on +61 7 3224 8412 and we will arrange an interpreter to effectively communicate the report to you.



Copyright

© The State of Queensland (Department of National Parks, Recreation, Sport and Racing) 2013.

Information licence



This report is licensed under a Creative Commons Attribution (CC BY Attribution) 3.0 Australia licence.

CC BY Licence Summary Statement:

In essence, you are free to copy, communicate and adapt this annual report, as long as you attribute the work to the State of Queensland (Department of National Parks, Recreation, Sport and Racing).

To view a copy of this licence, visit www.creativecommons.org/licenses/by/3.0/au/deed.en

Attribution

Content from this annual report should be attributed as:

The State of Queensland (Department of National Parks, Recreation, Sport and Racing) annual report 2012–13.

Disclaimer

This document has been prepared with all due diligence and care, based on the best available information at the time of publication. The department holds no responsibility for any errors or omissions within this document. Any decisions made by other parties based on this document are solely the responsibility of those parties.

Further information

For further information about the annual report contact:

Communication Services

Ph: 07 3339 5889

info@nprsr.qld.gov.au

www.nprsr.qld.gov.au

ISSN 2202-2309

Contents

MESSAGE FROM THE DIRECTOR-GENERAL	2
National Parks	2
Recreation and Sport	2
Racing	3
OUR ORGANISATION	4
Who we are	4
Our vision	4
Our business principles	4
Our objectives	4
Our challenges and opportunities	5
Managing our performance	5
Our contribution to government objectives	5
EXECUTIVE MANAGEMENT TEAM.....	6
ORGANISATIONAL STRUCTURE.....	7
OUR FINANCES.....	8
Comparison of actual results with budget	8
Income statement for the year ended 30 June 2013	9
Balance sheet as at 30 June 2013.....	11
Services.....	12
Income.....	13
Expenses.....	13
Expenses by Category for the period ended 30 June 2013.....	14
Financial position	15
Administered activities	15
Chief Finance Officer (CFO) statement	15
OUR BUSINESS.....	16
Queensland Parks and Wildlife Service	16
Protected area management planning.....	16
Capital works in protected areas.....	16
Disaster recovery	17
Fire management.....	17
Pest management.....	17
Hardship grazing on protected areas.....	18
Indigenous involvement in protected area management.....	18
Friends of Parks	18
Ecotourism on protected areas	18
Improving recreation opportunities on protected areas	19
Permit streamlining and red tape reduction	19
Whole-of-government initiatives.....	19
Measuring our performance.....	19

Outlook for 2013–14.....	20
Sport and Recreation Services.....	21
Participation.....	21
Get in the Game Initiative.....	21
Indigenous Community Sport and Recreation Program.....	21
Deadly Sports Program.....	22
Sponsorship.....	22
State Sport and Recreation Organisation Development Program.....	22
Sport and Recreation Disaster Recovery Initiatives.....	22
Sport and Recreation Infrastructure Program.....	22
Local sporting facilities.....	22
Feasibility analysis and planning.....	23
Stadiums Queensland Review.....	23
Capacity and capability.....	23
Ministerial Advisory Committee on Women and Girls in Sport and Recreation.....	23
Community programs and education and training.....	23
Active Recreation Centre programs.....	23
Local Sport and Recreation Jobs Plan.....	24
Industry Peak Body Program.....	24
Asset Management.....	24
Active Recreation Centre management.....	24
Capital works.....	24
Sports houses.....	24
Sports reserves.....	24
High performance.....	25
Queensland Academy of Sport.....	25
Measuring our performance.....	25
Outlook for 2013–14.....	26
Office of Racing.....	27
Regulation of the Queensland racing industry.....	27
Racing Science Centre.....	27
Measuring our performance.....	28
Outlook for 2013–14.....	28
<i>Racing Integrity Commissioner</i>	28
GOVERNANCE.....	30
Governance committees.....	30
Executive Management Team.....	30
Finance committee.....	30
Audit and Risk Committee.....	31
workingsafe workingwell Steering Committee.....	32
ICT Investment and Strategy Committee.....	32

Other governance roles.....	33
Internal audit.....	33
Risk management.....	34
Business and Corporate Partnership Board.....	34
Information systems and recordkeeping	34
Public Sector Ethics.....	35
External scrutiny	36
Public Sector Renewal Program.....	36
Red tape reduction	36
OUR PEOPLE.....	37
Workforce profile	37
Permanent retention rate.....	38
Permanent separation rate	38
Workforce planning	38
Employee Performance Management	39
Induction	39
Performance and Development Planning.....	39
Learning and organisational development	39
Reward and recognition.....	39
Promotion of work-life balance.....	40
<i>Carers (Recognition) Act 2008</i>	40
Leadership and management development framework.....	40
Industrial and Employee Relations Framework	40
Early retirement, redundancy and retrenchment.....	40
Voluntary Separation Program.....	41
CONTACT US.....	42
Head office.....	42
Post.....	42
Website.....	42
Regional offices	42
APPENDIX 1.....	43
Legislation	43
Administered by the Department of National Parks, Recreation, Sport and Racing as at 30 June 2013.....	43
Acts repealed in 2012–13.....	43
Legislation passed in 2012–13.....	43
APPENDIX 2.....	44
Related entities (statutory bodies and other entities).....	44
Boards and committees	45
APPENDIX 3.....	48
Report on the administration of <i>Marine Parks Act 2004</i>	48
Amendments	48

Marine Parks Act 2004	48
Marine Parks Regulation 2006	48
The Marine Parks (Declaration) Regulation 2006	48
Funding	48
Management plans	49
Permissions	49
Offences and enforcement	49
Information supporting the report on the administration of the <i>Marine Parks Act 2004</i> in 2012–13	49
Glossary	54
Acronyms	55
FINANCIAL STATEMENTS	57
Provided on CD	57

18 September 2013

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

Dear Minister

I am pleased to present the Annual Report 2012–2013 and financial statements for the Department of National Parks, Recreation, Sport and Racing.

I certify that this Annual Report complies with:

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

A checklist outlining the annual reporting requirements can be accessed at www.nprsr.qld.gov.au.

Yours sincerely

Dr John Glaister
Director-General

MESSAGE FROM THE DIRECTOR-GENERAL

The Department of National Parks, Recreation, Sport and Racing (NPRSR) is committed to managing and improving access to national parks and forests, providing opportunities for all Queenslanders to take part in recreational and sporting activities and rejuvenating the state's racing industry, through a real partnership with the industry.

In the past year, the department has delivered a number of significant achievements including the hugely successful Get in the Game initiative; a new racing industry structure; and the removal of red tape to provide quicker and easier access to national parks.

One of the department's most significant challenges in the past year was the extensive disaster response and recovery activities following the impact of ex-Tropical Cyclone Oswald.

More than 260 protected areas, 330 sport and recreation clubs, and many thoroughbred, harness and greyhound racing clubs were affected by rains and floods.

To assist sporting and recreation clubs with their recovery, the department launched the Sport and Recreation Disaster Recovery Program, which provided eligible clubs with up to \$25,000 in funding to replace much needed equipment and repair clubhouses and grounds.

The department's frontline staff played a critical role in recovery efforts and were instrumental in reopening 47 of the disaster-declared national parks within a week.

In 2012–13 the department implemented a significant policy and program agenda and delivered results on a number of key priorities.

National Parks

The release of the draft Queensland Ecotourism Plan 2013–2020 marked an important step in making Queensland the number one tourism destination in Australia.

It provides tourism operators, government and other stakeholders with clear direction on how Queensland will leverage its competitive advantage to become a bold, innovative, world leader in ecotourism.

The plan recognises that Queensland's greatest competitive advantage is nature-based tourism in a unique environment. It includes a number of specific actions such as delivery of a 20-year strategic plan for Queensland tourism, reducing red tape, improving decision making and government support, facilitating new investment and improving tourism skills.

The Ecotourism Facilities on National Parks Implementation Framework was also released for consultation. The framework provides a robust and transparent model for assessing and approving proposals for developing privately owned ecotourism facilities on national parks.

The department further enhanced access to national parks, including sustainable tourism, eco-tourism and recreational use. It reduced red tape by 50 per cent for commercial and recreational activities in the state's national parks, state forests and other protected and recreation areas by simplifying the department's permit system.

In addition, the department had the opportunity to partner with Tourism Australia for their Best Jobs in the World campaign. This major global youth marketing campaign aims to increase Australia's tourism profile and provides a fantastic opportunity to showcase the natural and cultural values of Queensland's protected areas to an international audience.

Recreation and Sport

To encourage Queenslanders to lead active, healthy lifestyles by participating in sport and recreation, the department tripled the funding available—from \$16 million to \$47.8 million over three years—for the hugely popular Get in the Game programs which support grassroots sport and recreation across Queensland.

The response to this initiative has been overwhelming and will result in real benefits to local clubs and communities across the state.

The first round of the Get in the Game's *Get Started* program was fully subscribed, with 12,000 vouchers issued. These vouchers help eligible young people who can least afford, or would otherwise benefit from getting involved in sport, with the costs of membership and participation fees at a registered sporting club.

Through the Get in the Game's *Get Playing* initiative, grants of up to \$100,000 were approved for 83 sporting and recreation organisations—ranging from rugby league and hockey, through to BMX and pony clubs—to improve their infrastructure and facilities.

Through the Get in the Game's *Get Going* initiative, 475 sporting and recreational organisations—ranging from cricket and AFL through to tennis and dirt bike clubs—were approved to receive grants of up to \$10,000 for equipment and activities to increase and sustain memberships.

Racing

The department is committed to rejuvenating racing in Queensland through a real partnership with industry.

In 2012–13 the department reviewed the *Racing Act 2002* to establish a new racing industry structure. Key reforms included the establishment of:

- the Queensland All Codes Racing Industry Board as the control body for the thoroughbred, harness and greyhound codes of racing
- separate control boards for the thoroughbred, harness and greyhound codes of racing
- the Racing Disciplinary Board.

In May 2013, a new Racing Integrity Commissioner, former Commissioner of Police, Mr Jim O'Sullivan AC, was appointed.

The department also provided \$1 million (\$4 million over four years) to fund 20 additional country race meetings, including the Showcase Country Series, Celebrate Country Series and Sustain Country Series.

A further \$2.5 million was provided to the Queensland Thoroughbred Investment Scheme, which supports the state's thoroughbred breeding industry by increasing demand for Queensland bred horses.

The department also supported a new approach to the provision of racing facilities, by refocusing the Industry Infrastructure Strategy and its expenditure of \$110 million over five years.

This investment in racing infrastructure will provide the industry with quality facilities to deliver a first-class product which is vitally important for the future growth of the industry.

In conclusion I would like to thank the department's executive management team and staff for their contributions in 2012–13 in delivering the department's extensive range of programs, services and initiatives.

Dr John Glaister

Director-General

OUR ORGANISATION

Who we are

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

NPRSR delivers its services through three areas:

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

The department was established in April 2012 under the *Public Service Act 2008*, Part 2, Division 2 - Administrative Arrangements Order (No. 3) 2012 and Public Service Departmental Arrangements Notice (No. 1) 2012.

This report details the activities and achievements of the department during the reporting period of 1 July 2012 to 30 June 2013 and outlines the department's direction and financial position for the year.

Our vision

Active and healthy Queenslanders.

Our business principles

The following business principles guide all departmental activities from day-to-day operational management to strategic business management and client service delivery:

Performance	We provide efficient and effective services and pursue continuous improvement.
Innovation	We facilitate new and creative problem solving approaches from a whole-of-government perspective.
Diversity	We respect each other and value our diversity.
Safety	We value a safe and fair work environment.
Accountability	We are open and accountable in our operations.
Integrity	We act ethically, honestly and in the best interest of the community.

Our objectives

The department is focussed on the following objectives:

- National parks are well managed and open to be enjoyed by all Queenslanders.
- Increased participation of Queenslanders in sport and active recreation.
- Rejuvenate the Queensland racing industry.
- A capable and streamlined, customer-focused organisation.

Our challenges and opportunities

Challenge	Opportunity
Balancing conservation with improving access to protected areas.	<ul style="list-style-type: none"> Reform the protected areas and forests regulatory framework, and how it is implemented, to provide improved access to national parks.
Greater competition for 'free time', concern about recreational safety, and declining physical fitness.	<ul style="list-style-type: none"> Capitalise on the interest in sport leading up to the 2018 Gold Coast Commonwealth Games. Direct funding in a targeted way to encourage greater participation by individuals and groups in sport and recreation.
Racing venues requiring redevelopment to ensure a quality racing product.	<ul style="list-style-type: none"> Rejuvenate Queensland racing and administration. Fund additional capital investments to redevelop key racing infrastructure and venues.
Functioning effectively in an environment of budgetary constraint.	<ul style="list-style-type: none"> Continuously identify and implement efficiencies and savings within the department. Explore possible commercial partnership opportunities with the private sector.

Managing our performance

The department's strategic and operational planning identifies how its objectives are to be achieved. Regular performance reporting enables the department to monitor its progress in achieving its objectives, while ongoing risk management processes assist in evaluating and managing the uncertainties faced by the department.

Our contribution to government objectives

The department's direction and service delivery initiatives help contribute strongly to the government's objectives for the community.

Grow a four pillar economy by:

- Reducing red tape and regulation for sustainable tourism in protected areas.
- Providing increased opportunities for enjoyment of Queensland's national parks and forests.

Lower the cost of living by:

- Working with local clubs to reduce costs and encourage greater participation in sport and recreation

Invest in better infrastructure and use better planning by:

- Supporting development and upgrading of local sporting facilities through targeted grants programs.
- Supporting new racing infrastructure upgrades.

Revitalise frontline services by:

- Enhancing sport and recreation service delivery through new programs to increase participation.
- Streamlining the processes for camping and vehicle access to national parks.

Restore accountability in government by:

- Implementing arrangements for governance and planning across all codes of Queensland Racing.
- Ensuring systems are in place to efficiently, effectively and ethically manage public resources.

EXECUTIVE MANAGEMENT TEAM

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

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

John Glaister **Director-General**

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

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

Ben leads the Queensland Parks and Wildlife Service which manages the state's park and forest estate. He is responsible for delivering improved tourism opportunities and providing easier access to Queensland's national and marine parks. In addition, Ben is responsible for significantly reducing red tape by cutting permit classes in half and increasing access to national parks for recreational activities.

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

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

Mike Kelly **Executive Director, Office of Racing**

Mike is responsible for the Office of Racing Regulation which oversees policy development, compliance and regulation of the industry and the Racing Science Centre which provides drug control, animal welfare, scientific and other integrity related services to the racing industry.

He is responsible for providing strategic advice, direction, leadership, management and policy expertise to both the government and the Queensland racing industry to ensure the highest principles of integrity and probity are maintained.

Danielle Anderson **Deputy Director-General, Corporate Services**

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

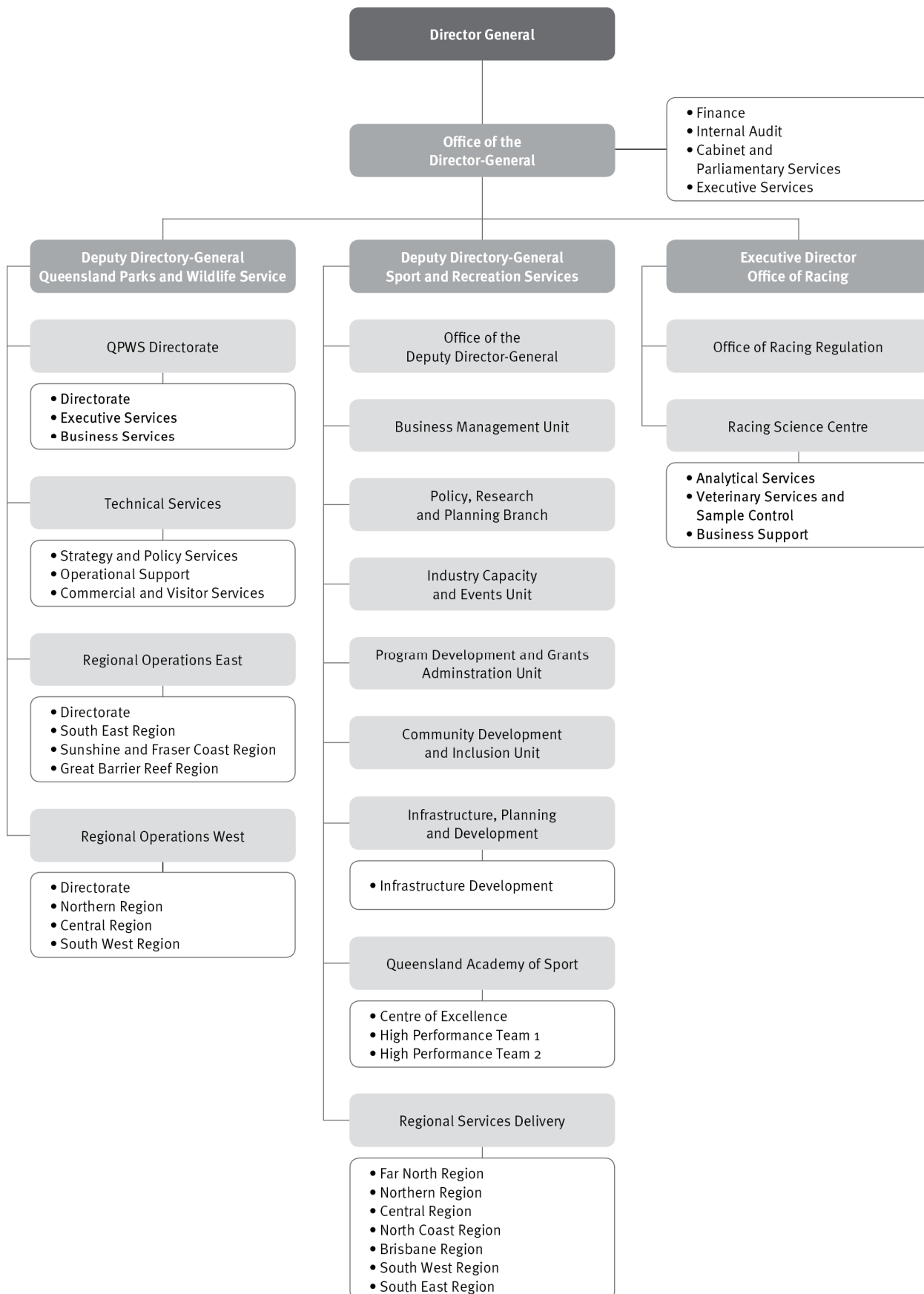
Stuart Cowper **Chief Financial Officer, Office of the Director-General**

Stuart is responsible for overseeing all financial aspects of the department.

Natalie Ormsby **Executive Director, Office of the Director-General**

Natalie's role includes providing strategic advice to the Director-General on issues and challenges for NPRSR with statewide or corporate impact.

ORGANISATIONAL STRUCTURE



OUR FINANCES

This summary provides an overview of NPRSR's financial performance for 2012–13. More details can be found in the financial statements included within this report.

As a result of machinery-of-government changes in April 2012, the comparative 2011–12 statements only reflect two months of transactions following commencement of NPRSR's financial operations on 1 May 2012.

During 2012–13, a consolidated general ledger and supporting financial and other administrative systems and processes were created for NPRSR. A stand-alone payroll system went live and staff remaining on legacy systems are due to transition onto NPRSR's payroll during the first half of 2013–14.

A further financial challenge which faced NPRSR during 2012–13 was the achievement of budget savings in relation to the fiscal repair agenda. This required considerable effort by management and staff in achieving the stipulated savings.

NPRSR's total net operating deficit for the year was \$351.5 million. This result includes the outcome of required accounting treatment in relation to the revaluation of land, buildings, heritage and cultural (protected estate) and infrastructure assets which has resulted in a net revaluation decrement (a reduction in value) of \$356.0 million. Without the impact of these non-cash revaluation adjustments, NPRSR would have achieved a \$4.5 million operating surplus.

The following table summarises the financial results of controlled operations.

	2012–13 \$'000	2011–12 \$'000
Statement of comprehensive income		
Total income from continuing operations	360,244	75,636
Total expenses from continuing operations	711,777	346,798
Operating result from continuing operations	(351,533)	(271,162)
Statement of financial position		
Total assets	2,975,865	3,362,464
Total liabilities	57,813	59,866
Total equity	2,918,052	3,302,598

Comparison of actual results with budget

Detailed below are the financial results of our controlled operations compared with the estimates published in the State Budget 2012–13 Service Delivery Statements (SDS).

Income statement for the year ended 30 June 2013

Controlled items	Notes	2012–13 budget \$'000	2012–13 actual \$'000	Variation %
Income				
Service revenue	1	284,532	271,423	(4.6%)
User charges	2	24,498	29,981	22.4%
Grants and other contributions	3	69,093	24,996	(63.8%)
Other revenue	4	2,304	11,819	413.0%
Gains on sale/revaluation of property, plant and equipment and investments	5	-	22,025	-
Total income		380,427	360,244	(5.3%)
Expenses				
Employee expenses	6	106,618	116,449	(9.2%)
Supplies and services	7	93,018	78,343	15.8%
Grants and subsidies	8	115,184	74,456	35.4%
Depreciation and amortisation		60,327	58,436	3.1%
Finance/borrowing costs		-	81	-
Other expenses		2,648	6,426	(142.7%)
Losses on sale/revaluation of property, plant and equipment and investments	9	-	377,586	-
Total expenses		377,795	711,777	(88.4%)
Operating Surplus/(Deficit)		2,632	(351,533)	..

The following notes outline the major variances between the SDS and the actual position:

Notes

1 The reduction in service revenue predominantly reflects deferrals relating to Recreation and Sport Grants and National Parks' limited life programs. This is partially offset by the cost of redundancies related to the fiscal repair measures announced in the 2012–13 Budget. At the time of the 2012–13 Budget, the cost of redundancies was held centrally.

2 The increase in user charges revenue predominantly reflects payments to National Parks received for access to state forests under the *Petroleum and Gas (Production and Safety) Act 2004* and the *Forestry Act 1959*.

3 The reduction in grants and other contributions revenue largely reflects the deferral of Racing Industry Capital Development Scheme revenue of \$28.2 million, as well as the deferral of anticipated revenue relating to claim recoveries subject to the National Disaster Relief and Recovery Arrangements (NDRRA) Scheme.

4 The increase in other revenue largely relates to additional funds paid to NPRSR from the Department of Agriculture, Forestry and Fisheries in relation to Forest products, compensation payments for access to State forests and various revenue category realignments.

5 The gains on sale/revaluation of property, plant and equipment predominantly relates to an increased value for infrastructure and building assets as well as gains resulting from the sale of assets.

6 The increase in employee expenses from 2012–13 Budget to Actual is explained by the cost of redundancies related to the fiscal repair measures announced in the 2012–13 Budget and the realignment of budget between expense categories. At the time of the 2012–13 Budget, the cost of redundancies was held centrally by Treasury.

7 The decrease in supplies and services relates to the deferral of expenditure for various National Park-related programs and the realignment of budget between expense categories.

8 The decrease in grants and subsidies expense mainly relates to the deferral of \$28.2 million for the Racing Industry Capital Development Scheme from 2012–13 to later years and other deferrals relating to Recreation and Sport grants.

9 The revaluation decrement arises from the restatement of land (\$74.7 million decrease) and cultural and heritage assets (\$302.9 million decrease) during the year. The decrement, not being a reversal of a previous revaluation increment in respect of the same class of assets, has accordingly been recognised as an expense in the Statement of Comprehensive Income.

Balance sheet as at 30 June 2013

	Notes	2012—13 budget \$'000	2012—13 actual \$'000	Variation %
Current assets				
Cash assets	1	25,572	58,225	127.7%
Receivables	2	7,913	20,936	164.6%
Inventories		140	104	(25.7%)
Other		124	303	144.4%
Total current assets		33,749	79,568	135.8%
Non-current assets				
Property, plant and equipment	3	3,166,004	2,893,574	(8.6%)
Intangibles		5,467	2,723	(50.2%)
Total non-current assets		3,171,471	2,896,297	(8.7%)
Total Assets		3,205,220	2,975,865	(7.2%)
Current liabilities				
Payables	4	12,743	32,113	(152.0%)
Accrued employee benefits		3,997	3,146	21.3%
Interest-bearing liabilities and derivatives		466	639	(37.1%)
Other	5	606	21,716	(3,483%)
Total current liabilities		17,812	57,614	(223.5%)
Non-current liabilities				
Payables		3,748	-	-
Interest-bearing liabilities and derivatives		1,521	199	86.9%
Total non-current liabilities		5,269	199	96.2%
Total Liabilities		23,081	57,813	(150.5%)
Net Assets		3,182,139	2,918,052	8.3%
Equity				

Capital/contributed equity		3,450,861	3,540,747	2.6%
Accumulated surplus/(accumulated deficit)		(268,722)	(622,695)	(131.7%)
Total Equity		3,182,139	2,918,052	(8.3%)

The following notes outline the major variances between the SDS and the actual position:

Notes

1 The increase in cash assets predominantly reflects funds received this year in relation to the Curtis Island Environmental Management Precinct transfer of \$20.9 million.

2 Receivables include \$5.9 million of monies receivable from MoG related department's where NPRSR revenues have been collected by those agencies. Receivables have also increased in relation to net GST receivable following registration this year.

3 The value of property, plant and equipment was below estimate due to a net revaluation decrement on those assets of \$356.0 million.

4 Current payables include \$8.6 million of MoG payables, representing amounts owing to other departments in relation to reimbursement of expenditure incurred by them on NPRSR's behalf during the administrative restructuring period.

5 Other payables include \$20.9 million of contributions received in advance relating to the Curtis Island Environmental Management Precinct.

Services

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

	2012-13 budget \$'000	2012-13 actual \$'000
National Parks	195,187	565,678
Recreation and Sport	132,520	124,553
Racing	50,088	21,546
Total cost	377,795	711,777

The significant variation in National Parks expenditure against budget primarily reflects the impact of the asset revaluation decrement on national park assets of \$365.3 million.

The reduced Recreation and Sport expenditure against budget relates predominantly to deferrals for grants expenditure offset by the impact of the asset revaluation decrement on recreation and sport assets.

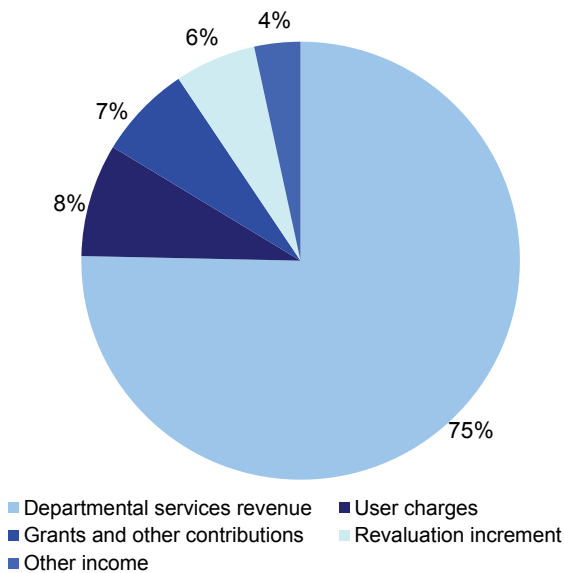
The reduced Racing expenditure against budget relates to decreased grants and subsidies expense following the deferral of \$28.2 million for the Racing Industry Capital Development Scheme to future years.

Income

NPRSR's main revenue source is services revenue (appropriation funding) from the Queensland Government of \$271.4 million. NPRSR also received grants and other contributions of \$25.0 million, mainly from the Commonwealth, state and local governments, along with \$30.0 million in user charges, fees and fines from operations on national parks and in sport and recreation centres.

Included in the 2012–13 revenue is a \$21.6 million gain on revaluation predominantly from an increased value of infrastructure and building assets.

Sources of controlled income: 2012-13



Expenses

Employee expenses, including wages, salaries, severance payments, related taxes and superannuation contributions for 2012–13, totalled \$116.4 million. This represented 16 per cent of total expenditure after taking into account the revaluation decrement.

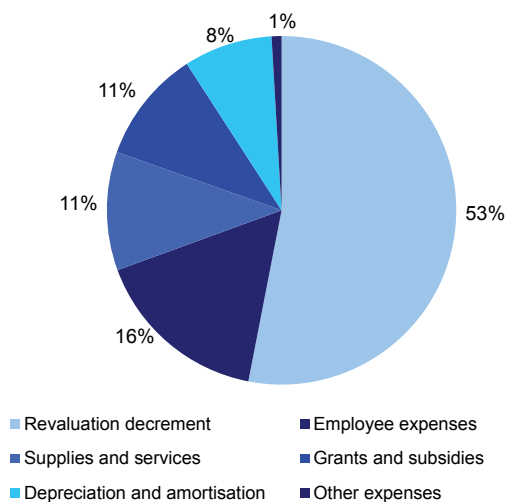
Other major expenses relating to NPRSR's activities included supplies and services for day-to-day operations of \$78.3 million; grants and subsidy payments (which are primarily associated with recreation and sport) of \$74.5 million; and depreciation expenses of \$58.4 million.

As a result of the MoG changes, assets of former departments were transferred to NPRSR on 1 May 2012. In accordance with the Queensland Treasury issued Accounting Policy Guideline 9 *Accounting for Contributions by Owners*, equity balances, including asset revaluation surpluses, were not transferred to NPRSR. As a result, a revaluation decrement of \$377.6 million associated with the revaluation of assets has been reported as an expense in the period and is the reason for the reported deficit.

Expenses by Category for the period ended 30 June 2013

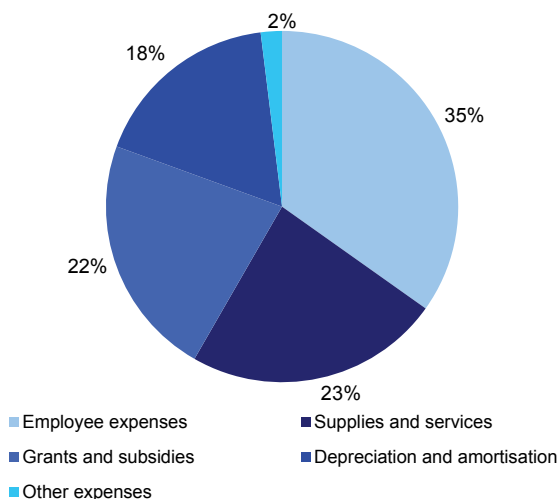
The following chart emphasises the impact of the revaluation decrement (53 per cent of total expenses) on the normal trading expenses reported.

Controlled expenses: 2012-13



The Controlled expenses excluding revaluation 2012–13 chart (below) excludes the impact of the revaluation to better indicate the split of NPRSR’s normal operating costs.

Controlled expenses excluding revaluation: 2012-13



Financial position

The net assets position reported in the financial statements shows NPRSR's net worth. At 30 June 2013 this was \$2.9 billion reflecting a reduction of \$384.5 million from the prior year primarily due to the net revaluation decrement on property, plant and equipment.

Total assets are \$3.0 billion consisting mainly of property, plant and equipment assets. This includes \$1.4 billion of heritage and cultural assets principally relating to the national parks land estate and \$872.2 million of infrastructure assets reflecting sport and recreation facilities and facilities constructed on the national parks land estate.

Total liabilities are \$57.8 million including \$20.0 million of trade creditors and \$20.9 million of contributions received in advance relating to the Curtis Island Environmental Management Precinct.

Administered activities

Administered activities are those that NPRSR does not control, but is charged with the responsibility of administering on a whole-of-government basis.

NPRSR administers funds on behalf of the State which includes Stadiums Queensland to support the maintenance and operation of its nine international standard sporting and entertainment facilities. The department also collects a range of regulatory fees associated with permits for commercial activity in or near parks. These fees are generally levied on members of the public or commercial operators.

Chief Finance Officer (CFO) statement

The department is committed to establishing an efficient, effective and economical internal financial control framework for managing its financial performance and minimising financial liabilities and risks. A comprehensive Financial Management Assurance Framework (FMAF) has been established within the agency setting out in detail the full range of financial internal controls and the mechanisms by which these controls are tested. Testing of these controls continued to be performed on a regular basis with financial performance monitored each month by management, the Finance Committee and the Executive Management Team. In addition, to help manage risks, the Audit and Risk Committee provides overall stewardship of audit activities, audit recommendations, financial reporting, the risk management processes and compliance practices.

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

An overview of the CFO Statement that was provided to the Accountable Officer at the time of signing the annual financial statements was provided by the CFO to the Audit and Risk Committee meeting which reviewed the 2012–13 annual financial statements.

OUR BUSINESS

The department's services are delivered through three service areas. Details of their activities and performance are outlined in this section.

Queensland Parks and Wildlife Service

The department's Queensland Parks and Wildlife Service (QPWS) contributes directly to the department's objective that *National parks are well managed and available to be enjoyed by all Queenslanders*. QPWS delivers conservation, tourism and recreation services for Queensland's parks and forest estate.

QPWS' focus is the management of state-owned terrestrial and marine protected areas and the forest estate. In addition to the conservation of natural and cultural resources, QPWS provides access to recreational and tourism opportunities, supporting nature-based business development and community partnerships.

Management responsibilities for QPWS include a public estate of more than 12 million hectares of land including national park and state forest tenures, as well as reserves, trusteeships and freehold land. It is responsible for managing fish habitat areas and Queensland's state marine parks which have a total area of approximately 72,000 square kilometres, and also jointly managing the Great Barrier Reef Marine Park (345,000 square kilometres) with the Commonwealth.

Responsibilities also include the management of World Heritage properties that are located on the QPWS estate, including Fraser Island, Gondwana Rainforests of Australia, over 80 per cent of the Wet Tropics, the Australian Fossil Mammal Site Riversleigh Section and the national park islands within the Great Barrier Reef World Heritage Area.

Protected area management planning

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

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

A management statement is another important, more agile management tool that guides park management until a formal management plan is developed.

The department has adopted a pragmatic approach to management planning and in 2012–13 conducted a significant program which saw 100 per cent of Queensland's national parks with either a management plan, management statement or recovery plan in place as at 30 June 2013—an increase from 48 per cent in March 2012.

Capital works in protected areas

The department maintains a wide variety of visitor infrastructure and other built assets in parks and forests across Queensland, valued at approximately \$1 billion. Assets include more than 2000 kilometres of walking tracks, 470 camping areas, 200 visitor day-use facilities, 30,000 kilometres of roads and fire control lines, 340 administrative buildings (including offices, visitor information buildings and employee housing) and 150 work bases.

The replacement cost of these assets exceeds \$2 billion.

In 2012–13 QPWS capital expenditure was \$14.3 million including buildings and infrastructure expenditure totalling \$10.2 million. QPWS completed more than 80 capital works projects and progressed an additional 124 projects to improve national park tourism and recreation experiences and national parks management.

Works in the reporting period included campground and day-use infrastructure and visitor amenities, visitor centres and boardwalks, bridges, roads, trails, fences and firebreaks, and management buildings.

Significant tourism and recreation projects completed in 2012–13 included a replacement boardwalk and pedestrian bridge for Lizard Island, construction of a dingo fence at K'gari campground on Fraser Island, development of Sylvia Creek mountain bike trails, and creation of improved waterhole access in Crows Nest National Park.

Significant management facility projects included enhancement of the VHF Radio Network on Fraser Island and facilities improvements in Sunshine Coast/Burnett region.

QPWS also began construction of a \$5.5 million replacement vessel for the Kerra Lyn, which undertakes patrol and research activities in the Great Barrier Reef Marine Park under the joint Commonwealth-State Field Management Program.

Due to extreme weather events, some projects due for completion during 2012–13 were delayed. In particular, resources were redirected to the ex-Tropical Cyclone Oswald recovery effort. These projects will roll over to 2013–14.

Disaster recovery

Ex-Tropical Cyclone Oswald tracked inland and along much of Queensland's east coast from 24–28 January 2013. It affected 266 national parks and other protected areas, causing an estimated \$6.3 million in damage.

QPWS provided frontline service staff to repair damaged park infrastructure and roads that were closed as a result of flooding and vegetation damage.

In addition, QPWS staff provided assistance to local disaster management groups and district disaster management groups including:

- Ensuring the safety of parks and forest visitors by issuing warnings about extreme conditions, closing areas where necessary and coordinating evacuations with the Queensland Police Service.
- Providing advice on the management of parks and forests and expert knowledge of these areas to responding disaster coordination agencies.
- Assisting some of the hardest hit regional communities and tourism operators in recovery operations.

QPWS allocated significant resources towards recovery efforts including reopening high visitation parks, camping and visitor facilities, clearing and repairing road and walking track networks. As at 30 June 2013 more than 250 protected areas were re-opened with the remaining protected areas partially opened for public use.

Fire management

The department is responsible for an integrated approach to fire management on QPWS-managed lands including national parks and forests. In achieving this QPWS works closely with the Queensland Fire and Rescue Service (QFRS), other land management agencies and neighbours.

In managing fire, QPWS places the highest priority on protecting human life, followed by protecting infrastructure and environmental values. The department's fire programs are implemented by more than 600 well-trained and equipped staff.

A QPWS Fire Management System provides the framework for effective and efficient wildfire response, and for planned burning to reduce fuel loads and maintain biodiversity across ecosystems.

The planned burn performance measure used by the department details the area of planned burns as a percentage of the total QPWS managed estate. This measure is widely used nationally to track fire management activity and reflects the recommendation of the 2009 Victorian Bushfires Royal Commission that a five per cent target for prescribed burning of the state should be established. In 2012–13, 5.5 per cent of the total QPWS-managed estate was subjected to planned burning, exceeding the planned five per cent target.

Pest management

The Strategic Pest Management Program provides opportunities and capacity for QPWS to participate in pest management programs through co-operative projects with neighbouring landholders, other agencies and local governments in accordance with the QPWS Good Neighbour Policy.

The objectives of the program include identifying and prioritising threats caused by pest plants and animals on the protected area and forest estates in Queensland and allocating annual funding for enhanced strategic pest management tasks based on identified priorities.

In 2012–13, approximately \$4.5 million was invested in frontline resourcing including contractors to manage pests on the estate managed by QPWS, with an allocation of \$1.602 million for 89 Strategic Pest Management Program projects. The department exceeded its 2012–13 SDS target and implemented 97.5 per cent of its 2012–13 Strategic Pest Management Program projects.

These projects contributed to the protection of wetland ecosystems, golden shoulder parrot populations on Staaten River National Park, vulnerable marine turtle nests and hatchlings in the Bundaberg area, and endangered bridled nailtail wallaby populations in Taunton and Idalia national parks.

Hardship grazing on protected areas

During the reporting period, the department provided crucial support to graziers in drought-declared areas and provided common-sense solutions to animal welfare and economic hardship issues in north and western Queensland.

Amendments to the *Nature Conservation Act 1992* were passed in May 2013 providing for emergency grazing permits on five national parks—Blackbraes, Forest Den, Mazeppa, Moorrinya and Nairana National Parks and one national park (recovery)—Nairana National Park (Recovery). These permits will remain in effect until 31 December 2013.

These permissions will provide feed to drought affected cattle. In some locations, grazing will have a secondary benefit of reducing Buffel grass, a foreign species which is undesirable on protected areas.

Additional measures were undertaken to provide hardship grazing support on several National Reserve System properties.

Indigenous involvement in protected area management

QPWS and the Quandamooka People progressed joint management arrangements for the Naree Budjong Djara National Park on North Stradbroke Island, Teerk Roo-Ra National Park on Peel Island and associated protected areas. In November 2012 'Straddie Camping', a Quandamooka-operated business entity, took over responsibility for the day-to-day management of the beach camping areas and holiday parks on North Stradbroke Island.

QPWS continued to support Indigenous Management Agreements on 13 national parks designated as National Park (Cape York Peninsula Aboriginal Land). The Cape York Peninsula Tenure Resolution Program was also progressed, which aims to return ownership and management of land to traditional owners including converting all national parks in the area to National Park (Cape York Peninsula Aboriginal Land), with Aboriginal freehold as the underlying tenure.

The department contributed to a number of new Indigenous agreements including several registered with the National Native Title Tribunal including: the Camooweal Caves National Park Protected Area Indigenous Land Use Agreement (ILUA) with Indjalandji-Dhidhanu People, Jangga People Protected Areas ILUA, Jinibara People Protected Areas ILUA and Gugu Badhun People Protected Areas ILUA.

Friends of Parks

In 2012–13 QPWS launched the Queensland Government's Friends of Parks program to boost volunteering and voluntourism on Queensland's parks and forests.

The department called for expressions of interest for volunteer campground host positions for Noah's Beach in the Daintree National Park. This pilot initiative will be evaluated in 2013–14 with a view to extending the program to other national parks.

The department also launched the Friends of Parks small grants program providing one-off grants of \$5,000 to \$25,000 to eligible volunteer groups, traditional owners, outdoor recreation clubs, environmental organisations and community groups, to support existing, and encourage new, volunteering efforts.

Ecotourism on protected areas

In 2012–13 QPWS was a key contributor to DestinationQ outcomes to support Queensland's tourism economy.

The department reviewed the *Nature Conservation Act 1992* to enable greater access to Queensland's national parks, benefitting ecotourism. Legislation was passed to allow private investment in ecotourism infrastructure in national parks through ecotourism leases on national parks. The *Ecotourism Facilities on National Parks Implementation Framework* was released for consultation and included proposed guiding principles for the consideration of ecotourism facilities, legislative requirements and assessment and permitting considerations.

The department also led the development and launch of the draft *Queensland Ecotourism Plan 2013–2020* in partnership with the Department of Tourism, Major Events, Small Business and the Commonwealth Games. The draft plan was developed in consultation with tourism stakeholders and the broader community. The final plan is expected to be released in 2013-14. The plan's priorities are to deliver world class experiences, facilitate product

development and innovation, raise the profile of Queensland's ecotourism experiences, foster thriving operators and embrace a partnership approach between industry and government.

The department also released an expression of interest inviting proposals for sustainable ecotourism developments on protected areas.

Improving recreation opportunities on protected areas

QPWS is the single largest provider of recreational opportunities in the state and provides a broad range of places and infrastructure to meet the community's needs.

Potential recreational and other uses of protected areas and state forests include bushwalking, mountain biking, four-wheel driving, horse riding, camping, fishing, boating, dog walking and fossicking.

In 2012–13 the department worked in partnership with recreation stakeholders to improve access to national parks including opening new biking tracks.

It also consulted with the Queensland Outdoor Recreation Federation to draft the Outdoor Recreation Strategy for protected areas, which provides a vision for outdoor recreation on protected areas and identifies key actions for the years ahead.

Permit streamlining and red tape reduction

QPWS administers permissions (permits, leases, agreements and other authorities) for use of the estate in accordance with legislation including the *Nature Conservation Act 1992*, *Recreation Areas Management Act 2006*, *Forestry Act 1959*, *Marine Parks Act 2004* and *Fisheries Act 1994*. Permissions are managed in accordance with principles of fairness, accountability, visitor amenity and safety, and to ensure the state is indemnified from claims arising from such uses.

In 2012–13 QPWS implemented five of the department's seven red tape reduction initiatives. These included:

- Substituted group activity permits for simplified bookings in national parks. Up to 400 groups per year (such as scouts, church groups and schools) can now arrange to visit national parks using a simplified booking system.
- Simplified fee concession process for school education permits. All Queensland state and non-state schools, or their relevant commercial tour operator, can now automatically receive the concession.
- Revamped the invoice requirements for commercial activity permits and agreements, resulting in a 75 per cent reduction in financial permit-related paperwork for more than 600 commercial tour operators.
- Aggregated multiple commercial activity agreements. Four major clients were issued with the new agreement, avoiding the need for multiple agreements.
- Improved access for tourism operators and recreational users in national parks by reducing permit types by more than 50 per cent. Sixteen duplicate or unnecessary permit types were removed through regulatory amendments.

Whole-of-government initiatives

QPWS implemented joint management of the Great Barrier Reef through the Great Barrier Reef Intergovernmental Agreement and Field Management Program, in partnership with the Great Barrier Reef Marine Park Authority.

QPWS also supported the management of the Wet Tropics World Heritage Area, with the Wet Tropics Management Authority and the Department of Environment and Heritage Protection (EHP), and managed the Gondwana Rainforests World Heritage Area under the Australian World Heritage Intergovernmental Agreement (IGA), cooperatively with the New South Wales National Parks and Wildlife Service and the Commonwealth Department of Sustainability, Environment, Water, Population and Communities.

Measuring our performance

The measures in the following table are recorded in the department's Service Delivery Statement 2012–13. They monitor the efficiency and effectiveness of our service delivery. The table shows the results from 1 July 2012 to 30 June 2013.

Performance measure		2012–13 Target / estimate	2012–13 Estimated actual	2012–13 Actual
Delivery of infrastructure projects on Queensland Parks and Wildlife Service managed estates, as measured by the capital works activity index	1	80%	80%	75%
Implement the Queensland Parks and Wildlife Service (QPWS) Strategic Pest Management Program, measured as a percentage of projects delivered annually		90%	90%	97.3%
Implementation of Queensland Parks and Wildlife Service (QPWS) fire management system, measured by planned burns implemented as a percentage of the QPWS managed estate		5%	5%	5.5%
<p>Variance reporting</p> <p>1. The impact of the recent extreme weather events in Queensland resulted in delays in accessing construction sites and diversion of rangers to undertake significant repairs of damaged infrastructure. There was also a shortage of contractors to undertake capital works at some locations. Capital works expenditure was 74.4% of budget and project completion was 74.6% (44 projects out of 59), with several projects to be carried over for completion in 2013–14. Averaging both these percentages results in the capital works activity index of 75%. For future years reporting, this index will not be reported as a percentage, but as a range.</p>				

Outlook for 2013–14

In 2013–14, QPWS' focus will include the following priorities:

- Continue the *Nature Conservation Act 1992* reform to deliver:
 - improved conservation and better access for tourists and all Queenslanders
 - efficient and effective protected area management frameworks
 - red tape reduction for sustainable use of the estate.
- Progress strategic and management planning documents to ensure protected areas are managed in accordance with the management intent of the area.
- Deliver prescribed burning on the QPWS managed estate including focussed effort on Protection and Wildfire Mitigation Zones.
- Deliver the programs and projects to manage pests and protect biodiversity on protected areas.
- Deliver visitor and tourism facility and park management infrastructure projects on QPWS managed estate.
- Deliver disaster and incident response and recovery plans and projects.
- Facilitate ecotourism, recreation and heritage experiences within the protected area estate.
- Deliver the Friends of Parks program to support volunteers and voluntourism on protected areas.
- Implement Indigenous joint management plans and agreements.
- Progress delivery of a streamlined permit system for tourism, recreation and other protected area permissions.

Sport and Recreation Services

Sport and Recreation Services contributes directly to the department's objective *Increased participation of Queenslanders in sport and active recreation*. Sport and Recreation Services works with other government agencies, the sport and recreation industry, and the community, to encourage all Queenslanders to become more active.

This objective is achieved by:

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

Activities and programs undertaken by Sport and Recreation Services fall within the categories of: participation; capacity and capability; asset management; and high performance.

Participation

Get in the Game Initiative

In 2012–13, the Get in the Game initiative was launched. The department committed \$11.8 million to the *Get Started*, *Get Playing* and *Get Going* programs to encourage more people, especially children and young people, to play sport and become involved in active recreation.

The Get in the Game commitment has been well received by both Queensland families and sport and recreation clubs across the state.

Get Started provides eligible children and young people with a voucher of up to \$150 as a contribution towards membership and participation costs for local sport or recreation clubs. It was launched in January 2013 and demand for the program exceeded expectations.

More than 2700 sport and recreation clubs registered for the *Get Started* program and approximately 12,000 vouchers were issued to young Queenslanders in the first round. More than 20 per cent of those who received the vouchers had not played club sport before—a great result in terms of getting new junior members in clubs.

With the aim of increasing the number of Queenslanders being members of a club nearly \$3.4 million was approved for 475 clubs under *Get Going*. This program provides up to \$10,000 to assist clubs with projects such as promotional activities, training programs, equipment purchases and membership drives.

The third element of Get in the Game is *Get Playing* which supports Queensland's spaces and places for sport and active recreation. Almost \$6.8 million was approved for 83 clubs in amounts up to \$100,000 to develop and upgrade sport and recreation facilities to meet the current and future needs of club members and local communities.

Indigenous Community Sport and Recreation Program

In response to the review of the Indigenous Community Sport and Recreation Officer Program, administered by the Queensland Police Citizens Youth and Welfare Association, the department committed \$9.4 million in funding (1 January 2013 to 30 June 2015) for the continued provision of vital grassroots sport and recreation services such as rugby league, basketball, hockey, Australian rules football, touch football, traditional Indigenous games, and education and training to community volunteers to 38 Indigenous Queensland communities.

A key feature of the revised service model is the desire to strengthen local partnerships and collaboration. Strong links between local Police Citizens Youth Club staff, the department's regional staff and community stakeholders such as councils or state sporting organisations will help to maximise use of available resources to deliver improved outcomes for the benefit of the community.

The revised program also features the development of local sport and recreation plans, setting up local reference

groups and providing better mentoring and support for each community.

Deadly Sports Program

The department delivered 10 Deadly Sports events, encompassing 70 short sports clinics to more than 1500 children from regional Queensland and Indigenous communities. Sporting identities also spoke to school children about health, education, family and the benefits of sport, inspiring tomorrow's leaders to maintain an active health lifestyle.

Sponsorship

Sponsorships were provided to support initiatives and events which aligned with Sport and Recreation Services' organisational priorities. In 2012–13, achievements include:

- The Weet-Bix TRYathlons conducted in Logan, Caboolture and Townsville attracting 3000 children (aged between seven and 15 years).
- Bringing the Gold Coast Suns Shine Schools Program to 28 schools and over 2500 students across the Gold Coast.
- Supporting the Bridge to Brisbane fun run with an estimated 40,000 Queenslanders participating.

Sponsorship was also provided to events such as the Rotary Community Fun Run/Walk, Warwick Pentath Run, Western Downs Cup and Jenny Craig Ring Road Run in Bundaberg.

State Sport and Recreation Organisation Development Program

This three-year program provides funding to state sport and active recreation organisations and industry service organisations to support their organisational development, build their capacity and support the delivery of services. In 2012–13, the department provided funding to 79 organisations to the value of \$9.456 million.

Sport and Recreation Disaster Recovery Initiatives

Adverse flooding and heavy rain in January and February 2013 resulted in 54 local government areas declared disaster areas, making them eligible for support under the Natural Disaster Relief and Recovery Arrangements.

The Sport and Recreation Disaster Recovery Program supports local sport and recreation organisations with re-establishing facilities and activities following a natural disaster. This year the program was expanded to allow applicants to seek support for the implementation of mitigation measures to better protect clubs against future disasters. In 2012–13, due to sport and recreation organisations' heightened need for assistance, the program budget was increased and almost \$3.9 million in funding was approved to 226 organisations.

Further, the department has committed funding of \$1.6 million to support the relocation of the Bundaberg Netball Association to a more suitable site, due to the existing facilities being damaged in the floods over the past three years.

Sport and Recreation Infrastructure Program

In 2012–13, more than \$12 million was invested to support 139 projects in Queensland communities, including sports field surface and drainage upgrades, field lighting, the development of skate parks, and the construction of walking tracks.

Key Projects funded under this program include:

- The Russell Island Sports Precinct, which is expected to be completed in August 2013, will significantly enhance the sport and recreation opportunities of the 12,000 residents of the Southern Moreton Bay Islands.
- Upgrades to the Manunda Sporting Precinct, which were completed in March 2013, are critical to ensuring the facility can cater for existing users as well as the anticipated population growth within the Cairns region.
- Construction at the Mt Gravatt Youth & Recreation Club Inc. facility including two indoor courts, multiuse areas, change rooms and amenities were completed in May 2013. The facility has significantly enhanced participation opportunities for the existing nine user groups and has become a valuable sport and recreation precinct for the wider Mt Gravatt community.

Local sporting facilities

The Queensland Government identified and committed funding to a number of projects for the development and

upgrading of local sporting facilities through targeted grant funding totalling \$510,000.

During 2012–13, Sport and Recreation Services supported a number of grant recipients such as Mt Gravatt Showgrounds, Ashgrove Community Sports Club, The Gap Community Sports Club, Pine Hills Football Club and Brisbane City Football Club, to undertake facility upgrades.

Feasibility analysis and planning

During the reporting period Sport and Recreation Services began coordinating the Feasibility Study for Regional off-road motor cycling facility at the Mooloolah Logging Area—a project similar to the Queensland Moto Park at Wyaralong, which opened in December 2011.

The department also partnered with Townsville Regional Council to manage the Townsville Sport, Entertainment and Convention Facility Feasibility Study which aims to identify Townsville's future recreational needs.

Stadiums Queensland Review

Sport and Recreation Services coordinated a review of Stadiums Queensland and its management of nine state-owned venues. The focus of the review was the management of commercial agreements for the operation of the venues in order to identify ways to improve commercial performance and returns to the state. The review findings identified a number of policy, legislation, governance as well as operational options to be considered by both the Department and the Stadiums Queensland Board to improve the operation of Stadiums Queensland's venues.

Capacity and capability

Ministerial Advisory Committee on Women and Girls in Sport and Recreation

In March 2013, the Ministerial Advisory Committee on Women and Girls in Sport and Recreation was established. The committee aims to identify evidence-based practical strategies for the industry to encourage lifelong participation by women and girls in sport and active recreation. The committee will present its recommendations in September 2013.

Community programs and education and training

The community programs and initiatives delivered by Sport and Recreation Services are key strategies for building the capacity of the sporting industry and increasing participation.

Initiatives which were provided free to participants included:

- Building Active Community Workshops—more than 188 three-hour education workshops on key industry topics were delivered by industry leaders to 3561 community sport volunteers, such as coaches, officials, committee members, administrators and other volunteers.
- Sports Locker Rooms—short sports forums, which covered a range of topical industry subjects, were presented by high profile industry professionals. The July 2012 forum was attended by more than 70 community sport volunteers, with an additional 33 people viewing via live streaming. In the month following the event, another 214 volunteers accessed the recorded presentations via the department's website.
- Get Active Queensland Accreditation Program—provided 25 events, involving 161 individual sport coaching, officiating and first aid accreditation courses to 2098 people including teachers, school sport volunteers, tertiary and senior secondary school students.
- Children and Young People Resources—more than 10,100 hard copy resource manuals were issued, including *Move Baby Move*, *Active Alphabet*, *Let's Get Moving* and the *Daily Physical Activity Guide*. These resources are now available in electronic format and can be downloaded from the department's website. As at 30 June 2013, more than 2900 copies have already been downloaded. It is anticipated that the reach of these resources will significantly increase as they are transitioned to e-publications suitable for portable devices such as smart phones and tablets.

Active Recreation Centre programs

The department's active recreation centres—located at Currimundi, Lake Tinaroo, and Tallebudgera—provided recreation and sporting programs and activities, accommodation and catering for schools, sport and recreation organisations and community groups.

In 2012–13, centre users participated in more than 300,000 hours of structured physical activity, which is comparable with the hours delivered in 2011–12. Approximately, 1250 school groups made up 82 per cent of the

centre's users.

Local Sport and Recreation Jobs Plan

This program provided funding towards the employment costs of 173 local sport and recreation coordinators who provide organisational support and development, and advice on matters such as partnerships, building community links, governance and management, education and training, fundraising and promotional activities.

The 2012–13 commitment to this program was \$9.675 million, bringing the total commitment for this program to \$27 million over three years.

Industry Peak Body Program

This program provides financial support to the sport and recreation sector's two Industry Peak Bodies—QSport and the Queensland Outdoor Recreation Federation—to assist ongoing development, and to advocate for the relevant sectors. The program committed funding of \$1.71 million over three years, providing \$591,000 in 2012-13.

Asset Management

Active Recreation Centre management

The department's active recreation centres continue to deliver business improvement strategies. Two key initiatives set to provide better value for money and better outcomes for clients included:

- The introduction of new catering arrangements at Currimundi, Lake Tinaroo, and Tallebudgera centres from 1 January 2013 following a competitive tender process. The new arrangements are expected to deliver savings of \$800,000 over four years.
- Alternative management arrangements through an expression of interest process for three former centres at Leslie Dam, Magnetic Island and Yeppoon. This initiative is expected to deliver savings of \$2.9 million over the next three years.

Capital works

In 2012–13, the department approved capital works funding of \$6.146 million for upgrades and minor developments at its Active Recreation Centres, Sports Houses, Toowoomba Sports Ground and Townsville Sports Reserve.

Key projects included the construction of a climbing wall at Tallebudgera, a major upgrade to Currimundi swimming pool and a fire safety upgrade to Lake Tinaroo Centre's accommodation facilities.

Sports houses

The department's sports houses provided not-for-profit sport and recreation organisations with affordable office accommodation and meeting rooms to assist them to develop their sport and recreation activities in Queensland. In 2012–13 sports houses supported 38 organisations with affordable office accommodation.

Tenancy arrangements and sports house services were reviewed to ensure consistency with the department's priority to directly support the development of sport and recreation in Queensland.

Sports reserves

The department owns and operates two sports reserves—the Townsville Sports Reserve and the Toowoomba Sports Ground. Local sports clubs and recreation organisations hired these facilities 578 times, with an estimated 55,805 people involved as active participants.

These venues also catered for international level teams and events. Both the Australian and New Zealand rugby league teams trained at the Townsville Sports Reserve prior to their Townsville Test match.

The Toowoomba Sports Ground hosted the Queensland Reds in their pre-season rugby union match against the Auckland blues in front of 6000 spectators. Professional bull riding was a debut event at the ground, attracting 3000 spectators. It is expected to become an annual fixture for the Toowoomba and south-west regional community.

High performance

Queensland Academy of Sport

The Queensland Academy of Sport (QAS) was established in 1991 to assist talented athletes and coaches to achieve excellence in their chosen sport and to nurture their personal and professional development.

In 2012–13, the QAS supported more than 600 of Queensland's elite athletes either directly through squad programs, or indirectly through state sporting organisations. QAS athletes accounted for 27 per cent of athletes on national teams which competed in national and international competitions.

QAS athletes made up more than 25 per cent of the 2012 Australian Olympic team and approximately 20 per cent of the 2012 Australian Paralympic team, winning 15 and 12 medals respectively. Bonus grants were provided to 130 athletes selected in the 2012 Olympic and Paralympic teams.

The QAS continues to promote excellence in sport by undertaking 76 joint research projects with universities through the Centre of Excellence for Applied Sport Science Research program.

Measuring our performance

The performance measures in the following table are recorded in the department's Service Delivery Statement 2012–13, and they monitor the efficiency and effectiveness of our service delivery. In addition, service areas may have other measures that are indicators of service delivery, monitoring elements of input, process/activity and outputs. The table shows the results from 1 July 2012 to 30 June 2013.

Performance measure		2012–13 Target / estimate	2012–13 Estimated actual	2012–13 Actual
Percentage of athletes selected for national teams from the Queensland Academy of Sport	1	25%	27%	27%
Average service cost of coaching provided to each Queensland Academy of Sport athlete	2	\$6000	\$6275	\$6275
Participant satisfaction with the department's sport and active recreation programs		92%	96.5%	96.5%
Other Measures				
Total investment in sport and active recreation in Queensland for:				
Infrastructure	3	\$45 million	\$32.1 million	\$36.5 million
Participation and development programs	4	\$38 million	\$37.1 million	\$34.6 million
Number of volunteers accessing education and training opportunities	5	5500	4600	5976
Variance reporting				
<p>1. The 2012–13 Actual is higher than the 2012–13 Target/estimate due to swimming athlete numbers in national teams being greater than anticipated, resulting in a higher than expected annual result.</p> <p>2. The 2012–13 Actual is higher than the 2012–13 Target/estimate due to retirement of athletes following Olympic and Paralympic Games, resulting in fewer athletes on QAS scholarships.</p> <p>3. The 2012–13 Actual result has been adjusted to include savings in administered capital for Stadiums Queensland, \$3.4 million returned to the consolidated fund. The 2012–13 Actual is less than the 2012–13 Target/estimate for Infrastructure, due to the reallocation of funding for <i>Get Playing</i>, Local sporting facilities and Disaster Recovery Initiatives. Further, due to lower than anticipated expenditure for</p>				

construction works or next stage works yet to commence across grant programs and capital works. Deferrals from 2012–13 to 2013–14 totalling \$13.45 million have been approved to meet existing commitments.

4. The 2012–13 Actual is less than the 2012–13 Target/estimate for participation and development programs due to the reallocation of funding for *Get Started*, and *Get Going*. Further, due to lower than anticipated expenditure as a result of delays by individual applicants and/or clubs seeking reimbursement; and planned cessation and review of education and participation programs due for re-release in 2013–14. Deferrals from 2012–13 to 2013–14 totalling \$2.1 million have been approved to meet existing commitments.

5. The 2012–13 Estimated actual is below the 2012–13 Target/estimate due to initial cancellation of workshops due to severe weather events early 2013; and reprioritisation of existing programs, reallocating funds to support the Get in the Game initiatives (which provides funding for eligible projects such as training and accreditation courses and development of young volunteers). The 2012–13 Actual is higher than anticipated due to rescheduled participant attendance from cancelled workshops; end-of-year data validation against a new collection method implemented in 2012; and an increase in demand from the education industry in response to implementation of the Queensland Curriculum, Assessment and Reporting Framework by Education Queensland.

Outlook for 2013–14

In 2013–14, Sport and Recreation Service's focus will include the following priorities:

- Continue the Get in the Game initiative, providing funding to support sport and recreation at the grassroots level through three funding programs:
 - *Get Started* to assist children and young people with the costs of club membership and participation fees.
 - *Get Going* which supports local sport and recreation organisations with funding of projects that create opportunities for more Queenslanders to become members.
 - *Get Playing* to assist local sport and recreation organisations with facility development.
- Continue to support key organisations underpinning the sport and recreation industry in Queensland such as, State Sport and Recreation Organisations and Industry Peak Bodies, to enable industry development and provide participation opportunities in sport and recreation.
- Continuing to deliver structured physical activity at the department's Active Recreation Centres.
- Consider recommendations of the Ministerial Advisory Committee on Women and Girls in Sport and Recreation.
- Continue to provide vital grassroots sporting and recreation services throughout Queensland's Indigenous communities through partnerships.

Office of Racing

The Office of Racing contributes to the department's objective to *rejuvenate the Queensland racing industry*.

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

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

The Racing Science Centre is an accredited facility providing a comprehensive range of racing integrity services, including the provision of drug testing, research, animal welfare and other racing specific scientific services.

Regulation of the Queensland racing industry

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

Implementing and monitoring a regulatory and policy framework to sustain a commercially responsive and contemporary Queensland racing industry.

- Collaborating and assisting the racing industry to meet its regulatory responsibilities under the *Racing Act 2002*.
- Assessing and reporting on applications for control bodies and accredited facilities.
- Auditing, assessing and reporting on compliance with the *Racing Act 2002*.
- Researching, analysing and advising on international, national and state developments and trends in racing, wagering and related industries.

In 2012–13 the Office of Racing:

- Reviewed the *Racing Act 2002* to establish a new racing industry structure. Key reforms include the establishment of the Queensland All Codes Racing Industry Board (trading as Racing Queensland) as the control body for the thoroughbred, harness and greyhound codes of racing, as well as establishing separate control boards for the thoroughbred, harness and greyhound codes of racing; a new Racing Integrity Commissioner role; and the Racing Disciplinary Board.
- Reviewed and released Racing Queensland's Racing Industry Infrastructure Strategy which identifies priority infrastructure projects for funding under the government's \$110 million Racing Industry Capital Development Scheme. In 2012–13, this included infrastructure projects in Cairns, Toowoomba, Beaudesert and the Gold Coast.
- Provided \$1 million (as part of \$4 million over four years) to fund 20 additional country race meetings each year, including the Showcase Country Series, Celebrate Country Series and Sustain Country Series.
- Provided \$2.5 million to the Queensland Thoroughbred Investment Scheme, which supports the state's thoroughbred breeding industry by increasing demand for Queensland bred horses.

Racing Science Centre

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

The Racing Science Centre is a quality assured accredited facility, certified to AS/NZS ISO 9001:2008. The laboratory is accredited to ISO/IEC 17025:2005 'General requirements for the competence of testing and calibration laboratories'. It is an official racing laboratory under the Rules of Racing. The Racing Science Centre successfully participates in international quality assurance and proficiency programs designed to support laboratory best practice standards in racing chemistry laboratories. The Racing Science Centre is the lead laboratory responsible for coordination of the Asian Quality Assurance Program (AQAP) for both positive and negative samples.

During 2012–13, the Racing Science Centre analysed 16,733 samples collected from racing animals across all

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

The Racing Science Centre works collaboratively with key scientific reference bodies such as the National Equine Integrity and Welfare Advisory Group and Australian and New Zealand Official Racing Analysts. The Racing Science Centre also participates in research projects to study the pharmacokinetics of medications of interest to the racing industry. These collaborations are important for the regulation of prohibited substances at both a state and national level.

Measuring our performance

The measures in the following table are recorded in the department's Service Delivery Statement 2012–13. They monitor the efficiency and effectiveness of the department's service delivery. The table shows the results from 1 July 2012 to 30 June 2013.

Performance measure	2012–13 Target / estimate	2012–13 Estimated actual	2012–13 Actual
Proportion of racing audit, probity and inspection activities completed in accordance with annual program targets	95%	100%	100%
Proportion of racing investigations completed within timeframes established in service delivery standards	95%	95%	97.7%

Outlook for 2013–14

In 2013–14 the division's focus will include the following priorities:

- Continue to provide specialist advice to the Queensland racing industry and analyse samples from racing animals across the thoroughbred, harness and greyhound codes to help protect the integrity of the racing industry.
- Provide support to the Racing Animal Welfare and Integrity Board, Racing Integrity Commissioner and the Racing Disciplinary Board in meeting their legislative responsibilities under the *Racing Act 2002*.
- Provide a further \$1 million to fund 20 additional country race meetings to rejuvenate country racing in Queensland.
- Provide a further \$2.5 million for the Queensland Thoroughbred Investment Scheme to support the Queensland thoroughbred racing industry.
- Continue to fund and provide oversight of major racing industry infrastructure projects undertaken by Racing Queensland, including redevelopment of the Gold Coast Turf Club and a new racing surface at the Toowoomba Turf Club.

Racing Integrity Commissioner

On 1 May 2013, amendments to the *Racing Act 2002* enacted the Queensland Government's commitment to transfer appropriate integrity functions to the government, by establishing a new position of Racing Integrity Commissioner.

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

- Conducting audits of, and investigating, the integrity processes of a control body.
- Investigating complaints about an integrity process of a control body.
- Reporting findings of an audit or investigation to the Minister.
- Making recommendations arising from an audit or investigation to the Minister and the control body.

The statutory appointment was made effective from 1 May 2013. Former Queensland Police Commissioner Jim O'Sullivan AC was appointed as the inaugural Racing Integrity Commissioner and has the key focus of establishing

the Office of the Racing Integrity Commissioner and defining the scope of responsibility.

GOVERNANCE

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

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

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

- Accountability
- Transparency
- Integrity
- Stewardship
- Leadership
- Efficiency.

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

Governance committees

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

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

Executive Management Team

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

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

Finance committee

The Finance Committee was established in July 2012, following machinery-of-government changes.

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

The committee's role is to:

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

The committee achieves this through:

- An EMT-approved internal Budget Allocation Model.
- Review and recommendation, for EMT approval, of internal budget allocations in accordance with the Budget Allocation Model.
- Monitoring the departmental budget position and making appropriate amendments to budget allocations as required throughout the year.
- Identification of budget and other financial reforms required for effective financial management within the department.

Audit and Risk Committee

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

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

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

The committee's major activities included:

- Approval of the 2012–13 annual internal audit plan.
- Review of the client strategy prepared by the Queensland Audit Office.
- Review of internal and external audit reports and management responses.
- Consideration of the implementation status of all internal audit recommendations.
- Consideration of relevant audit recommendations, including performance audit recommendations, by the Queensland Audit Office.
- Review of 2011–12 departmental annual financial statements.
- Ratification of FBT and GST compliance certificate processes.
- Review of the risk management framework and practices.

Membership

Name and position	Role on committee
John Glaister Director-General National Parks, Recreation, Sport and Racing	Chair
Bob McDonald OAM Chief Governance Officer, Governance Branch, System Support Services Division Queensland Health	Independent member
Liesel Samuel Director, Internal Audit Department of Housing and Public Works	Independent member
Ben Klaassen	Member

Deputy Director-General, Queensland Parks and Wildlife Service National Parks, Recreation, Sport and Racing	
Richard Watson Deputy Director-General, Sport and Recreation Services National Parks, Recreation, Sport and Racing	Member
Mike Kelly Executive Director, Office of Racing National Parks, Recreation, Sport and Racing	Member
Natalie Ormsby Executive Director, Office of the Director-General National Parks, Recreation, Sport and Racing	Member
Aaron Broughton Senior Director, Office of the Director-General National Parks, Recreation, Sport and Racing	Member (July 2012 to October 2012)
Andrea Leverington Deputy Director-General, Queensland Parks and Wildlife Service National Parks, Recreation, Sport and Racing	Member (July 2012 to October 2012)
Annie Moody Acting Deputy Director-General, Queensland Parks and Wildlife Service National Parks, Recreation, Sport and Racing	Member (October 2012 to January 2013)

Members were not remunerated for their role on the Audit and Risk Committee.

workingsafe workingwell Steering Committee

The *workingsafe workingwell* Steering Committee is a sub group of the department's Executive Management Team. It is chaired by the Director-General and includes all Deputy Directors-General, the Executive Director, Office of Racing and representatives from Human Resources. This committee meets on a quarterly basis to ensure NPRSR's workplace health and safety obligations are appropriately managed through the *workingsafe workingwell* strategy.

ICT Investment and Strategy Committee

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

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

Responsibilities

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

- Reviews and monitors the agency's investments in information management systems and technologies to ensure they are managed through appropriate governance processes and deliver stated outcomes and benefits.
- Monitors the health of ICT assets to address areas of risks.

- Authorises and directs the development of strategic and operational plans for ICT-enabled business.
- Prioritises the agency’s investments in information management systems and technologies consistent with the agency’s strategic direction, and ICT Partnership Board and government priorities.
- Scrutinises the delivery of approved and funded project and program allocations and approve the reallocation of unused funds.
- Escalates significant risks to the ICT Partnership Board and/or the Director-General.
- Monitors IM and ICT service provider arrangements under the Corporate Partnership, including performance.
- Develop the agency’s information management capability.

Committee members

Chair	Ben Klaassen, Deputy Director-General, Queensland Parks and Wildlife Service
Members	John Glaister, Director-General Richard Watson, Deputy Director-General, Sport and Recreation Services Mike Kelly, Executive Director, Office of Racing Natalie Ormsby, Executive Director, Office of the Director-General Danielle Anderson, Deputy Director-General, Corporate Services Tony Grant, Chief Information Officer.

Other governance roles

Internal audit

For the period July 2012 to January 2013, the internal audit function was provided as part of a Business and Corporate Partnership which delivered corporate services functions to six Queensland Government agencies. In February 2013, the department established a stand-alone internal audit function to ensure the effective, efficient and economical operation of the function.

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

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

Since March 2013, the internal audit function has operated in accordance with a strategic and annual plan approved by the Director-General. The internal audit function is independent of management and the external auditors. During the reporting period, Internal Audit has:

- Discharged the responsibilities established in the Internal Audit Charter by executing the annual audit plan prepared as a result of risk assessments, materiality, and contractual and statutory obligations.
- Provided reports on the results of audits undertaken to the Director-General and the Audit and Risk Committee.
- Monitored and reported on the status of the implementation of audit recommendations to the Audit and Risk Committee. Management is responsible for the implementation of audit recommendations.
- Liaised with the Queensland Audit Office to ensure there was no duplication of ‘audit effort’.
- Increased the project management awareness in the department by providing advice and support to the ICT Investment and Strategy Committee.
- Supported management by providing advice on corporate governance and related issues including fraud and corruption prevention programs and risk management.

- Allocated audit resources to those areas considered to present the greatest risk and where the work of internal audit can be valuable in providing positive assurance or identifying opportunities for positive change.
- Reviewed the departmental annual financial statements prior to presenting them to the Audit and Risk Committee.
- Provided secretarial support to the Audit and Risk Committee.

The audit team are members of professional bodies including the Institute of Internal Auditors, CPA Australia and Information Systems Audit and Control Association (ISACA) and their ongoing professional development is supported by the department.

Risk management

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

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

The department's risk management policy and procedure came into effect on 22 November 2012 to guide managers in identifying, assessing, treating and monitoring strategic and operational risks.

The department develops an annual risk management action plan which outlines the priorities, implements the risk management policy and embeds risk management in the department's systems, processes and practices.

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

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

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

Business and Corporate Partnership Board

The Business and Corporate Partnership Board (the Board) comprises the directors-general of the departments of Agriculture, Fisheries and Forestry; Tourism, Major Events, Small Business and the Commonwealth Games; Natural Resources and Mines; Energy and Water Supply; Environment and Heritage Protection; and National Parks, Recreation, Sport and Racing; and three Heads of Corporate.

The board is collectively responsible for the long-term performance, business success and timely delivery of departmental key priorities within the Business and Corporate Partnership. Its role is to provide leadership and set the strategic direction of the partnership to enable it to meet its goals and objectives.

The partnership delivers direct corporate services and business programs to support partnering agencies to deliver on government priorities. Under this model the focus is on ensuring economies of scale, service integration, consistent service delivery, scalability, flexibility and responsiveness.

The partnership operates through three corporate hubs embedded in the departments of Agriculture, Fisheries and Forestry; Natural Resources and Mines; and Environment and Heritage Protection. Each hub is managed by a Head of Corporate who is responsible for delivering a set of core services, to the host and one adjunct agency, as well as a selection of cooperative services to either five or six partnering agencies.

Information systems and recordkeeping

Information systems

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

- Corporate systems for the management of finances and human resources.
- The provision of departmental information internally through the intranet and externally via the internet.
- ParksQ, an online system which provides the public with the ability to book and pay for national parks camping permits and vehicle access permits.

- Park Info, a system used for fire and pest management for forest and national park estates. The web-based Strategic Asset Management System (WebSAMS), provides a centralised system to manage asset maintenance on the national parks estate.
- G2, a sport and recreation grants administration system, to manage the assessment, allocation and reporting of grants funding programs, particularly through the *Get in the Game* initiative. QGrants, the Office of State Revenue's grants management system is also used for various aspects of grants administration.
- The Laboratory Information Management System (LIMS) is used by the Racing Sciences Centre to manage sample testing results.

Recordkeeping

The department operates a recordkeeping strategy to ensure that it is compliant with the *Public Records Act 2002*, *Public Service Act 1996*, and Information Standard 40—Recordkeeping. Records Management Services (RMS) delivers document and records management services to the department for both electronic and physical records through a support, training, service delivery and records processing model.

A major appraisal and disposal program has been established to identify time-expired records for disposal and to transfer permanent records to Queensland State Archives. Off-site record holdings have been identified and inherited legacy records are being appraised and processed.

The implementation of a single consolidated recordkeeping platform for the department is underway and work has commenced to migrate and decommission the legacy recordkeeping systems. This included migrating data from Sport and Recreation Services' TRIM system into the department's consolidated eDRMS recordkeeping platform. A program of electronic document and records implementation and training is ongoing and includes the development of new e-learning training packages to deliver training across the state.

Public Sector Ethics

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

During the reporting period employees were informed of their ethical obligations either during induction or by completing the Ethical Decision Making module using the Code of Conduct for the Queensland Public Service (the Code). These obligations were also reinforced through Performance and Development Plans which outline what is expected from employees in terms of behaviour and performance. The Code, and information on how to report alleged wrongdoing by employees, was also made available to the public on the department's internet.

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

- Strategic plan
- Fraud and corruption control plan
- Corporate governance framework
- Integrity framework
- Risk management framework
- Performance management process
- Human resource management policies.

Education and training

The following table shows the number of employees who undertook ethical decision making training using the Code of Conduct for the Queensland Public Service.

1 July to 31 December 2012	159
1 January to 30 June 2013	149
Total	308

The Sport and Recreation Services staff records were not managed within the NPRSR payroll during this period, however records indicate the training was completed prior to December 2012.

Between July and September 2013 there have been up to 130 QPWS staff complete this training online.

External scrutiny

The department was not selected for any additional cross-sector or performance reviews by the Auditor-General during the reporting period. However, Report 2: 2012–13: Follow up of 2010 audit recommendations was tabled in Parliament on 30 October 2012. This report examined the extent of implementation of the audit recommendations made in the Report to Parliament 9: 2010 Sustainable management of national parks and protected areas and identified further areas for improvement.

The Auditor-General's performance audits for Online service delivery (Report 8: 2012–13) and Fraud risk management (Report 9: 2012–13) were tabled in Parliament on 19 March 2013. The reports' recommendations, as they relate to the department, have been registered and are currently being implemented.

The department has been selected for an 'area of emphasis' audit on the use of credit cards. As at 30 June 2013 the report had not been tabled.

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

The department was not subject to any coronial recommendations or comments in 2012–13.

Public Sector Renewal Program

The department has conducted a number of comprehensive reviews to identify efficiencies to enable the department to deliver better outcomes for communities and achieve best value-for-money in service delivery.

During the reporting period, the department completed an open market process for the future management of the former Active Recreation Centres at the Leslie Dam, Magnetic Island and Yeppoon sites. The successful organisations will assume full responsibility for operating the sites and providing user and community benefits. This will enable the department to focus on delivering key sport and recreation participation opportunities and industry development support through its other venues.

Following a review of commercial activity permits within the Queensland Parks and Wildlife Service, the department has implemented a statewide, streamlined permit system for sustainable tourism and recreational employment of Queensland public land. This has resulted in a 50 per cent reduction in key permit types, improved operational efficiencies through a reduction in permit-related activities, fewer paper-based transactions and improved access to parks for recreation groups.

Other renewal initiatives included the implementation of zero-based budgeting, which has enabled the department to commence establishment of efficient, effective and economic internal controls. It also forms the basis of a review of organisational processes, to ensure a more streamlined and cost-effective business directed towards service delivery.

The DG Direct initiative provided another avenue to identify efficiencies within the department. All staff have the opportunity to communicate directly with the Director-General with their ideas on ways to cut red tape, improve efficiency and new ways of operating. A significant number of ideas have been received, the majority of which will be implemented through business improvement initiatives driven by the department's executive management team.

Red tape reduction

In 2012–13, the department delivered seven initiatives to contribute to the government's commitment to red tape reduction. A substantial program of regulatory reform will continue in 2013–14, especially in relation to the *Nature Conservation Act 1992*.

Achievements during 2012–13 included:

- Substituting group activity permits for simplified bookings in national parks.
- Simplifying fee concession process for school education permits.
- Revamping the invoice requirements for commercial activity permits and agreements.
- Aggregating multiple commercial activity agreements.
- Streamlining the acquittal processes for not-for-profit sport and recreation organisations for grants equal to or less than \$10,000.
- Improving access for tourism operators and recreational users in national parks through reducing permit types by over 50 per cent.
- Providing grant recipients with the option to report project outcomes online.

OUR PEOPLE

Functions reported under Our People contribute directly to the department's objective of a *capable and streamlined, customer focused organisation*.

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

In 2012–13, the department implemented human resource policies, strategies and programs that enabled the attraction, retention and development of a range of highly skilled employees focused on service delivery. The department continued to build organisational capability through performance management, embracing health and safety, stronger leadership and management capability, continued employee development and encouraging work-life balance.

Workforce profile

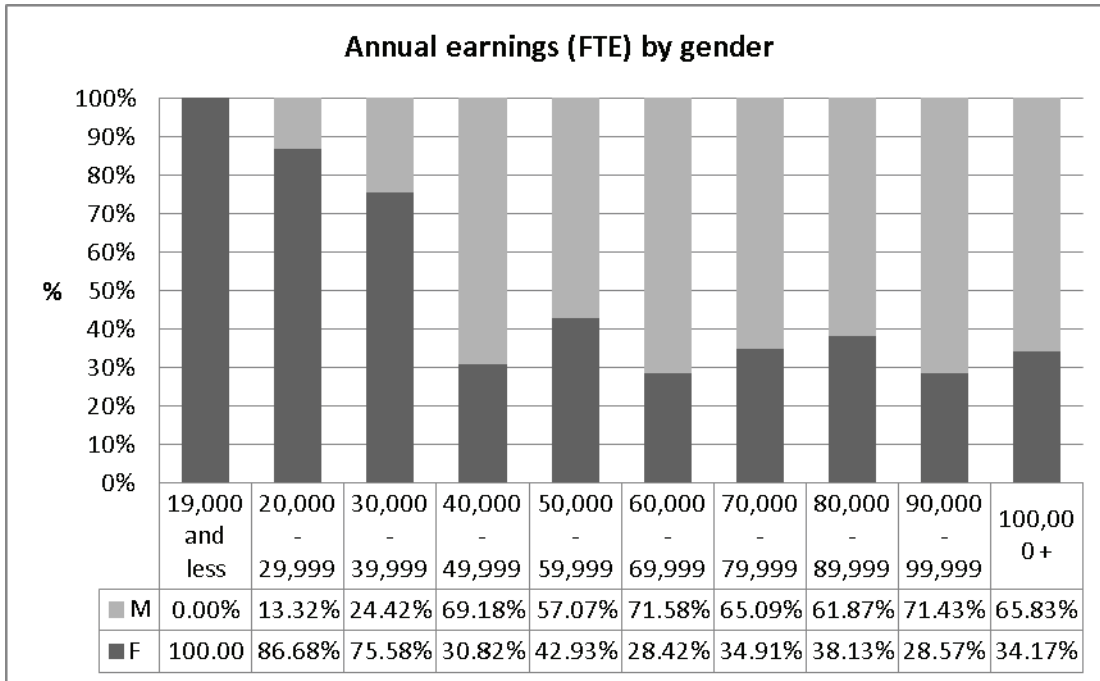
As at 28 June 2013 the department employed 1304.15 full-time equivalent (FTE) employees. Approximately 86 per cent of employees were permanent.

The following tables show a summary of the department's workforce profile (excluding staff on leave without pay and board members) as at 28 June 2013.

Total staffing numbers by occupation			
Occupational stream	Female	Male	Total
Coach	0.69	13.00	13.69
Administration	258.52	208.31	466.83
Operational	134.43	541.70	676.13
Professional	50.80	50.50	101.30
Technical	4.50	12.40	16.90
SES	1.00	4.00	5.00
SO	9.50	10.00	19.50
S122	0.80	3.00	3.80
CEO	0.00	1.00	1.00
Total	460.24	843.91	1304.15

Staff numbers by employment type						
Employment type	FTE		FTE %		Total FTE	Total FTE %
	Female	Male	Female	Male		
Permanent	386.88	735.69	29.66	56.4	1122.57	86.07
Temporary	67.46	93.56	5.17	7.2	161.02	12.35
Contract	1.8	8	0.13	0.61	9.80	0.75
Casual	4.1	6.66	0.31	0.51	10.76	0.83

Total	460.24	843.91	35.28	64.72	1304.15	100.00
--------------	---------------	---------------	--------------	--------------	----------------	---------------



Permanent retention rate

Due to the complexity of machinery-of-government changes the annual retention rate for the 2012–13 financial year is unable to be calculated and may misrepresent actual long-term agency trends.

Permanent separation rate

As at 30 June 2013, the department’s annual permanent Queensland Public Service separation rate was 15.24 per cent.

Workforce planning

During the reporting period, the department continued its commitment to building a capable and accountable organisation with a flexible, diverse and responsive workforce. Workforce planning principles were incorporated into business planning processes as the department identified strategic workforce priorities and realigned resources to respond to changing service delivery needs.

The department continued to address succession management through:

- Recruitment and retention of graduates for hard-to-fill occupational groups across the business.
- Reinvigoration of in-house management and leadership capability development programs.
- Implementation of *workingsafe workingwell* strategy for safer and healthier workplaces.

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

- Promotion of the department’s first ever graduate program beginning in 2014.
- Two of the department’s whole-of-government Aboriginal and Torres Strait Islander Education to Employment program scholarship holders successfully completed Year 12. A further two students remain on the scholarship.
- Numerous work experience as well as industry and vocational placement arrangements provided business units with opportunities to receive additional project support at no cost and assist in the student’s professional development.

Employee Performance Management

Induction

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

Performance and Development Planning

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

A new Performance and Development Planning (P&DP) framework was established for all employees. The focus of the P&DP is to ensure managers and employees work together to:

- Clarify business priorities.
- Set and review individual performance objectives.
- Set and review standards of performance and behavioural expectations.
- Determine development needs and long-term career goals.

P&DPs are mandatory for all permanent employees and all temporary employees who are engaged for six months or more.

A key component of the P&DP framework is the development of managers' and employees' skills to assist them to effectively engage in the P&DP process. This was achieved through the delivery of tailored training sessions and through the provision of advice, information and tools.

Learning and organisational development

The department's learning and organisational development activities focus on leadership, organisational culture and climate, capability building and workforce sustainability.

A variety of skills and training programs were available to employees to ensure our customers receive the best services possible. In 2012–13 development programs delivered included:

- Performance and Development Planning.
- Workplace change programs were offered to build resilience and support the department with the effective implementation of organisational change.
- Quarterly Personal and Organisational Development workshops focusing on inter and intrapersonal skills, communication skills and resilience and change.
- During the reporting period, 30 rangers were awarded a qualification under the provisions of the Certified Agreement (Recognition of Prior Learning Program).

Reward and recognition

The department's Reward and Recognition Framework provides mechanisms to motivate and reward individual and team behaviours through acknowledgement of their successes, achievements and employments milestones.

Initiatives supported under the framework include:

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

Promotion of work-life balance

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

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

Carers (Recognition) Act 2008

During the reporting period, the department provided information to employees about the carers charter through the inclusion of information in employee induction processes and on the department's intranet. Employees who are carers were consulted during the development and review of human resource policies and procedures.

The department has made a commitment to consider the needs of employees with caring responsibilities through policies to assist employees with work-life balance.

Leadership and management development framework

Senior Executive Officers accessed a range of external programs including the Public Service Commission's Senior Executive Workshop Series.

Eight senior managers joined the Emerging Leaders Program in May 2013. This 10-month experiential program is designed for senior managers who have been identified as potential future leaders.

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

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

Industrial and Employee Relations Framework

The department engages with employees and their representatives through an Agency Consultative Committee which meets on a regular basis eight times per annum (approximately every six weeks). It also engages with QPWS rangers through the Ranger Industry Forum.

In addition, local consultative committees have been established in particular locations, where requested by staff.

The department has a dedicated Workforce Relations and Safety unit within its Corporate Services area, which has the responsibility for overall management of industrial relations within the department, in consultation with and the assistance of business units. This includes liaising with central agency departments such as the Public Service Commission (PSC) in relation to whole-of-government matters such as enterprise bargaining and PSC directives.

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

Early retirement, redundancy and retrenchment

A program of redundancies was implemented during 2012–13. During the period, 113 employees received redundancy packages at a cost of \$5,917,739.24. Employees who did not accept an offer of a redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements. At the conclusion of this period, and where it is deemed that continued attempts of ongoing placement were no longer appropriate, employees yet to be placed were terminated and paid a

retrenchment package. During the period, zero employees received retrenchment packages.

Voluntary Separation Program

A Voluntary Separation Program was implemented during 2011–12. The program ceased during 2011–12; no employees received voluntary separation packages during 2012–13.

CONTACT US

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

Head office

111 George Street
Brisbane Qld 4000

Post

PO Box 15187
City East Q 4002

Website

www.nprsr.qld.gov.au

Regional offices

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

Queensland Parks and Wildlife Service

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

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

Sport and Recreation Services

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

Office of Racing

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

APPENDIX 1

Legislation

Administered by the Department of National Parks, Recreation, Sport and Racing as at 30 June 2013

- *Eagle Farm Racecourse Act 1998*
- *Fisheries Act 1994*
(as it relates to Fish Habitat Areas)
- *Forestry Act 1959*
(jointly administered with the Minister for Agriculture, Fisheries and Forestry)
- *Major Sports Facilities Act 2001*
- *Marine Parks Act 2004*
- *Mt. Gravatt Showgrounds Act 1988*
- *Nature Conservation Act 1992*
(to the extent that it is relevant to the management of the protected area estate and forest reserves, excluding Nature Refuges) (jointly administered with the Minister for Agriculture, Fisheries and Forestry and Minister for Environment and Heritage Protection)
- *North Stradbroke Island Protection and Sustainability Act 2011*
(except to the extent relevant to matters administered by the Minister for Natural Resources and Mines)
- *Racing Act 2002*
- *Racing Venues Development Act 1982*
- *Recreation Areas Management Act 2006*
- *Sports Anti-Doping Act 2003.*

Acts repealed in 2012–13

- *Brisbane Forest Park Act 1977.*

Legislation passed in 2012–13

- *Racing and Other Legislation Amendment Act 2012*
- *Nature Conservation and Other Legislation Amendment Act 2013.*

APPENDIX 2

Related entities (statutory bodies and other entities)

The following entities are audited by the Queensland Auditor-General in accordance with the *Auditor-General Act 2009*.

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

Boards and committees

Board/committee	Roles, functions, responsibilities and achievements	Total remuneration and on-costs
<p>Cape York Peninsula Regional Protected Area Management Committee</p>	<p>Role, functions, responsibilities</p> <p>This committee provides advice to the Minister about matters relating to protected areas in the Cape York Peninsula Region.</p> <p>Achievements</p> <p>The committee did not convene during the reporting period, however progress was made with Indigenous Management Agreements between the Department of National Parks, Recreation, Sport and Racing (NPRSR) and the respective Indigenous land trusts, to establish formal joint management and decision-making arrangements for Cape York Peninsula national parks.</p> <p>Thirteen protected areas are now jointly managed with traditional owners under Indigenous Management Agreements. Further agreements will continue to be negotiated on behalf of NPRSR by the Department of Aboriginal and Torres Strait Islander and Multicultural Affairs.</p>	<p>Remuneration:</p> <p>Nil</p> <p>On-costs:</p> <p>Nil</p>
<p>Field Management Strategy Group</p>	<p>Role, functions, responsibilities</p> <p>The Field Management Strategy Group is a joint State–Commonwealth decision-making group comprising government employees, formed under the Great Barrier Reef Intergovernmental Agreement.</p> <p>The group is jointly chaired by the General Manager Marine Park Management Branch, Great Barrier Reef Marine Park Authority (GRMBPA) and the Executive Director Environment and Resources Policy, Department of the Premier and Cabinet (DPC).</p> <p>It provides a key decision-making forum for strategic governance in the Great Barrier Reef Marine Park, Great Barrier Reef Coast Marine Park (State), island national parks and World Heritage Area.</p> <p>Achievements</p> <p>In 2012–13, the group:</p> <ul style="list-style-type: none"> • Provided strategic oversight of the operations and day-to-day activities of the Great Barrier Reef Marine Park, the adjacent Great Barrier Reef Coast Marine Park and island national parks. • Oversaw the development of the Field Management Business Strategy and Annual Business Plan in accordance with program priorities and strategies for compliance. • Oversaw marine conservation management, island conservation management, incident response, cultural heritage protection, visitor facilities and Indigenous engagement. 	<p>Remuneration</p> <p>Nil</p> <p>On-costs</p> <p>Government employee travel costs are met from the normal operating budget of each member agency (i.e. the Department of National Parks, recreation, Sport and Racing, DPC and GBRMPA).</p>
<p>Indigenous Community Sport and Recreation Program State-wide Governance Committee</p>	<p>Role, functions, responsibilities</p> <p>The committee's role is to oversee the Queensland Police and Citizen's Welfare Association's implementation of the Indigenous Community Sport and Recreation Program in 38 Indigenous communities.</p> <p>Achievements</p> <p>In 2012–13, the committee conducted its inaugural quarterly meeting following the launch of the program on 1 January 2013.</p>	<p>Remuneration</p> <p>Nil</p> <p>On-costs</p> <p>Nil</p>

Ministerial Advisory Committee on Women and Girls in Sport and Recreation	<p>Role, functions, responsibilities</p> <p>The committee's role is to provide advice to the Minister on practical actions to get more women and girls participating in sport and active recreation, and to encourage lifelong participation.</p> <p>Achievements</p> <p>The committee held its first meeting on 6 March 2013. Since March, it has:</p> <ul style="list-style-type: none"> • Gathered information and statistics on women's and girls' participation in sport and recreation to identify where action to improve participation is required. • Reviewed academic and government literature to identify the barriers and enablers to women's and girls' participation, and identify the elements required for programs to have positive effects on participation. • Held successful consultation forums with key sport and recreation stakeholders in both Brisbane and Townsville. These forums generated insights into women's and girls' participation in sport and recreation in Queensland and provided ideas on how to improve participation. 	<p>Remuneration</p> <p>Nil</p> <p>On-costs</p> <p>\$110</p>
National Parks Tourism Reference Group <i>(previously known as the Statewide Tourism Industry Forum)</i>	<p>Role, functions, responsibilities</p> <p>Facilitates communication between the Queensland Parks and Wildlife Service and the tourism industry relating to statewide issues affecting tourism management in protected areas, forests and marine parks.</p> <p>Examines and provides resolution to strategic or statewide issues in protected areas, forests and marine parks.</p> <p>Achievements</p> <p>In 2012–13, the group provided input into the Queensland Government's <i>DestinationQ</i> agenda including:</p> <ul style="list-style-type: none"> • the provision of advice on the <i>Nature Conservation Act 1992</i> review • the development of the draft Queensland Ecotourism Plan, policies and procedures. 	<p>Remuneration</p> <p>Nil</p> <p>On-costs</p> <p>\$2537</p>
Queensland Academy of Sport Board	<p>Role, functions, responsibilities</p> <p>Responsible for developing policy and overseeing the overall direction of the Queensland Academy of Sport.</p> <p>Achievements</p> <p>In 2012–13, the board continued to oversee the strategic direction of the Academy in the lead up to the 2012 Olympic Games.</p> <p>In 2013–14, preparations and strategic direction will be focussed on the 2014 Commonwealth Games.</p>	<p>Remuneration</p> <p>\$12,751</p> <p>On-costs</p> <p>\$5758</p>
Racing Animal Welfare and Integrity Board (Advisory)	<p>Role, functions, responsibilities</p> <p>The Racing Animal Welfare and Integrity Board monitors, advises and makes recommendations to the Chief Executive about matters related to the welfare of licensed animals and drug control in the Queensland racing industry.</p> <p>This includes reviewing control body policies relating to the welfare of licensed animals and monitoring drug control services provided to the industry. It is also responsible for the development and publication of The Collection Procedures which specify the process for taking and dealing with samples from licensed animals.</p> <p>The Racing Animal Welfare and Integrity Board consists of three members who are appointed pursuant to section 116 of the <i>Racing Act 2002</i>. The members are selected based on their</p>	<p>Remuneration</p> <p>\$4327</p> <p>On-costs</p> <p>Nil</p>

	<p>qualifications or technical skills in either veterinary science, analytical chemistry, law or biological science.</p> <p>Achievements</p> <p>In 2012–13, the board:</p> <ul style="list-style-type: none"> • Held five board meetings. • Continued monitoring of The Collection Procedures and emerging trends in drug control strategies and their relevance with respect to current practices. • Continued monitoring of domestic and international developments in the areas of animal welfare, drug control, biosecurity and racing regulation. • Continued monitoring of the performance and functions of the integrity officer under the provisions of the <i>Racing Act 2002</i>. • Continued monitoring of the quality and range of services for drug control relating to licensed animals in Queensland and associated services provided by accredited and secondary facilities. 	
--	--	--

The Department of National Parks, Recreation, Sport and Racing reviewed the currency of its boards and committees and several groups listed in previous annual reports will no longer be reported against. They are:

- The Field Management Operations Group is an internal working group of the Queensland Parks and Wildlife Service and GBRMPA staff and not a decision-making or advisory body subject to statutory reporting.
- The functions of the Northern Tourism Industry Forum and the Whitsunday Tourism Industry Forum have been replaced by the National Parks Tourism Reference Group.
- Several Indigenous reference or working groups previously convened for the development of Indigenous Land Use Agreements (ILUAs)—the Wooroonooran Indigenous Working Group and Steering Committee and the Yalanji ILUA Steering Committee— are no longer convened by NPRSR.
- The Waanyi Ministerial Advisory Committee has not met for several years and will not be convened by NPRSR until associated land claim issues have been resolved.
- The Suncorp Stadium Management Advisory Committee reports to the commercial operator of Suncorp Stadium, not NPRSR. Information on this committee forms part of the Stadiums Queensland Annual Report.
- The Toowoomba Sports Ground Advisory Committee was discontinued in March 2012.

APPENDIX 3

Report on the administration of *Marine Parks Act 2004*

(for the reporting period 1 July 2012—30 June 2013)

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

Public authorities and other interested groups, including Aboriginal and Torres Strait Islander communities, are encouraged to assist in managing marine parks and to further the public's appreciation, understanding and enjoyment of the marine environment.

The Act aims to achieve a coordinated and integrated approach with other environment conservation legislation, and recognises the cultural, economic, environmental and social relationships between marine parks and their adjacent lands and waters.

Australia's international responsibilities and intergovernmental agreements are important considerations in park management. Marine parks extend across areas adjacent to the Queensland coast which are under the control of both the Commonwealth and State governments. Both governments have agreed that as far as practicable, in conserving marine parks, state legislation will be in line with the relevant Commonwealth legislation.

Marine parks are multiple use areas providing for a range of activities and visitor opportunities. The zoning plans prescribed under the Act spell out the types of uses and management measures.

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

The plans and regulations that support this legislation are:

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

Amendments

Marine Parks Act 2004

No amendments were made to the Act in 2012–13.

Marine Parks Regulation 2006

No amendments were made to the Marine Parks Regulation 2006 in 2012–13.

The Marine Parks (Declaration) Regulation 2006

No amendments were made to the Marine Parks (Declaration) Regulation 2006 in 2012–13.

Funding

The Queensland Government contributed \$8.372 million to the field management program (FMP) for the Great Barrier Reef in 2012–13.

After receipt and allocation of Commonwealth funding, the department's combined recurrent and capital budget allocation in 2012–13 was \$13.89 million for the Great Barrier Reef FMP. Only a portion of this total is spent on state marine parks. The FMP operates across the Commonwealth Great Barrier Reef marine park, the State Great Barrier Reef coast marine park, island national parks and Commonwealth islands.

An annual operating budget of \$2.575 million (excluding depreciation) was allocated to administer the Act in the Moreton Bay Marine Park. This included \$714,000 towards the expansion of artificial reefs in the marine park.

An annual operating budget of \$276,000 (excluding depreciation) was allocated to administer the Act in the Great Sandy Marine Park.

Management plans

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

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

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

A thorough review of the management planning process has commenced which seek to examine various planning instruments and develop a conservation performance management framework known as Management Effectiveness Evaluation (MEE). Future planning instruments will clearly outline management priorities and adaptive management principles will ensure improved targeting of resources and park management outcomes.

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

Permissions

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

A summary of permissions granted, suspended or cancelled, and applications refused in 2012–2013 and related information is outlined in Tables B and C.

Offences and enforcement

In 2012–13, 81 marine park penalty infringement notices were issued. There were three litigations progressed and one matter finalised under the Act, resulting in one prosecution. A summary of enforcement matters is provided in Table D.

Information supporting the report on the administration of the *Marine Parks Act 2004* in 2012–13

Table A— Approved management plans that included a marine park (current in 2012–2013)
Byfield Area and adjoining Great Barrier Reef Coast Marine Park Management Plan
Cape Hillsborough, Pioneer Peaks, Mount Ossa, Mount Martin and Reliance Creek national parks and adjoining State Waters Management Plan
Fitzroy Island National Park and Marine Management Area Management Plan
Green Island Recreation Area, incorporating Green Island National Park, part of Cairns Marine Park (State) and part of the GBRMP (Cwth) and Green Island National Park Management Plans
Holbourne Island National Park and adjoining State Waters Management Plan
Three Islands Group National Park and adjoining tidal lands within Great Barrier Reef Coast Marine Park Management Plan

Table B—(Marine Parks Act 2004); State only ¹ permissions (permits and agreements) granted, refused, and suspended or cancelled in the year to 30 June 2013

Category	Permits current ² as at 30/6/13	Permits issued	Permits suspended, revoked or cancelled	Applications received	Refused	Internal review	External review
Tourist program	214	55	0	54	0	0	0
Educational program	11	3	0	3	0	0	0
Research	76	28	1	22	0	0	0
Harvest fishery	16	12	0	6	0	0	0
Whale watching	2	0	0	0	0	0	0
Transfer service	10	3	0	0	0	0	0
Operate an aircraft	1	0	0	0	0	0	0
Mooring	5	3	0	2	0	0	0
Media activity	0	0	0	0	0	0	0
Operate a facility	0	0	0	0	0	0	0
Dredging	6	3	0	7	0	0	0
Spoil disposal	1	3	0	3	0	0	0
Coastal works processed by QPWS	31	36	0	46	0	0	0
Aquatic event	1	11	0	1	0	0	0
Filming/photography	2	0	0	0	0	0	0
Other	4	3	0	5	0	0	0
Commercial Activity Agreement	17	0	0	0	0	0	0
Moreton Bay and Great Sandy only below this line							
Developmental fishery	0	0	0	0	0	0	0
Collecting (<i>commercial or recreational, not for research or education purposes</i>)	38	32	0	32	0	0	0
Traditional use	0	0	0	0	0	0	0
Aquaculture	4	0	0	0	0	0	0
Limited education program (<i>permission only required in MNPZ</i>)	1	0	0	0	0	0	0
Vessel charter	19	5	0	5	0	0	0

Anchoring	0	0	0	0	0	0	0
Aircraft	14	13	0	12	0	0	0
Navigating a managed vessel	15	15	0	16	0	0	0
Major works	0	0	0	0	0	0	0
Carrying out a program for taking a plant, animal or marine resource that poses a threat to human life or safety	0	0	0	0	0	0	0
Carrying out a program for taking a plant, animal or marine resource that poses a threat to the marine parks marine ecosystem	0	0	0	0	0	0	0
Carrying out a program for taking a plant, animal or marine resource that poses a threat to the use or amenity of an area or adjacent to the marine park	0	0	0	0	0	0	0
Exploring or mining for minerals	0	0	0	0	0	0	0
Exploring or producing petroleum	0	0	0	0	0	0	0
Carrying out geothermal exploration	0	0	0	0	0	0	0
Another purpose	6	3	0	3	0	0	0
Total	457	228	1	217	0	0	0

Notes:

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

2 The number of permits current as at 30/06/13 includes permits issued prior to 1 July 2012 which remain current as at 30 June 2013.

Additional information:

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

Table C—(Marine Parks Act 2004); State–Commonwealth Joint¹ Marine Park permissions (permits and agreements) granted, refused, and suspended or cancelled in the year to 30 June 2013

Category	Permits current ² as at 30/6/13 ²	Permits issued	Permits suspended, revoked or cancelled	Applications received	Refused	Internal Review	External Review
Tourist program	816	274	29	274	0	0	0
Harvest fishery	42	18	0	3	0	0	0
Mooring	212	52	2	65	2	0	0
Educational program	113	33	0	33	0	0	0
Research	284	152	0	137	2	0	0
Operate a facility	113	14	0	23	0	0	0
Dredging ³	5	1	0	1	0	0	0
Spoil disposal ³	7	1	0	3	0	0	0
Other works	5	1	0	0	0	0	0
Barge landing operation	24	17	0	8	0	0	0
Aquatic event	3	3	0	1	0	0	0
Filming/ photography	1	1	0	0	0	0	0
Vessel notification ⁴ approval	576	100	0	15	0	0	0
Totals⁴	1625	567	31	548	4	0	0

Notes:

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

2 Where permits are issued with multiple purposes/categories they have been counted in each category.

3 'Joint' Marine Park works permissions (dredging, spoil, other) in the Great Barrier Reef were administered by QPWS for 2012–13.

4 Vessel notification approvals are a record of action, not an authority resulting from a permit being issued. The total figure does not include notifications.

Additional information:

- Tourist program—includes scuba diving, fishing, vessel cruising/roving, vessel charter, snorkelling, sea plane tours.
- Harvest fishery—refers to commercial fishing, not 'collecting' bloodworms, aquarium fish, sea stars, beach worms.
- Educational program (collecting)—includes school activities e.g. intertidal flora and fauna.
- Operate a facility—includes tourist pontoons.
- Aquatic event—generally includes 'organised' competitive or community events such as boat races or triathlons.
- Filming/photography—includes commercial filming/photography, TV commercials, advertising, major film/documentary/series productions.

Table D—Marine Parks Act 2004 enforcement information for 1 July 2012–30 June 2013

Category		Number
Penalty Infringement Notices	Number issued	81
	Number withdrawn	5
	Number of Court elects	1
	Number of reviews	4
Formal investigations	Number completed	2
Litigations	Number progressed in 2012-13	3
	Number matters finalised in 2012-13	1

Marine Parks Act 2004 prosecution results 1 July 2012–30 June 2013

Party	Statute	Description	Court result		
			Court date	Penalty	Costs
Wayne Vincent JOHNSON	Marine Parks Regulation 2006	Johnson entered and used a marine park for a prohibited purpose, in contravention of s.109 of the Marine Parks Regulation 2006. Johnson was fishing inside McCoys Creek Marine Park green zone MNP33.	21/6/13	\$1500	\$581
Total				\$1500	\$581

Glossary

Term	Definition
Asian Quality Assured Program (positive)	Samples are either from drug administration trials or from positive samples reported by one of the participating laboratories. The program aims to ensure that the contributing racing laboratories have similar capabilities to detect the same drug in the same sample. This program has a research and development focus.
Asian Quality Assured Program positive (and negative)	Samples are sent in a round robin system to other participating laboratories for routine analysis. The purpose of the exercise is to maintain uniformity of testing for the participating laboratories through re-analysis of negative samples from the first laboratory.
Code substance	<p>Any substance, other than a drug that is relevant to a control body's code of racing and is mentioned in an agreement between the control body and an accredited facility.</p> <p>Both a drug and a code substance are considered prohibited substances and will be reported by the accredited facility unless they are found at a level below the level stated in: an agreement between the accredited facility and the control body; or the control body's rules of racing.</p>
Children and Young People Resources	Resources to help schools and teachers, parents, early childhood carers and professionals, the community, and the sport and recreation industry get more Queensland kids physically active.
Deadly sports program	A program to promote healthy and active lifestyles to children from regional Queensland and Indigenous communities and encourage them to get involved in a variety of sports and make physical activity an integral part of their lives.
DestinationQ	A partnership between the Queensland Government and the tourism industry. The partnership aims to double visitor expenditure by 2020.
Drug	Any substance which is prohibited pursuant to the relevant rules of racing and is mentioned in the Standard for the Uniform Scheduling of Medicines and Poisons published by the Commonwealth and also includes any other substances, likely to affect the performance of a licensed animal, prescribed under a regulation.
Friends of Parks	A program to boost volunteering and voluntourism on Queensland's parks and forests.
G2	A sport and recreation grants administration system, to manage the assessment, allocation and reporting of grants funding programs.
Get in the Game	An initiative which supports sport and recreation at the grassroots level.
Good neighbour policy	The Good Neighbour Policy establishes guidelines for positive relationships between QPWS, neighbours and local communities, based on mutual respect, understanding and recognition of the rights and responsibilities of all landholders, and clearly outlines the approach of QPWS on a range of land management issues needing co-operative management.
ISO/IEC	An information security standard published by the International Organization

	for Standardization (ISO) and by the International Electrotechnical Commission (IEC)
Laboratory Information Management System	Used by the Racing Sciences Centre to manage sample testing results.
Machinery-of-government change	An administrative change that affects the overall structure and functions of government agencies.
Management plans	Statutory documents that provide an important source of clear management direction and priority actions for QPWS managed areas.
Park Info	A system used for fire and pest management for forest and national park estates.
Park and forest estate	Includes national parks and other State owned reserves (excluding nature refuges) gazetted (or proposed for gazettal) under the <i>Nature Conservation Act 1992</i> as well as State forests and Timber Reserves gazetted under the <i>Forestry Act 1959</i> .
ParksQ	An online system which provides the public with the ability to book and pay for national parks camping permits and vehicle access permits.
QGrants	The Office of State Revenue's grants management system utilised to manage the eligibility, allocation and reporting of the <i>Get Started</i> funding program (a program under the <i>Get in the Game</i> initiative).
Queensland Academy of Sport	An initiative which aims to support the State's elite and identified developing athletes.
Senior Executive Service	An employee on a fixed term contract for up to five years between the employee and the Director-General. Their employment conditions are defined by a Directive of the Public Service Commission.
Senior officer	An employee with tenure. Their employment conditions are defined by a Directive of the Public Service Commission.
Stadiums Queensland	Manages, operates and promotes the use of major sporting and entertainment facilities on behalf of the Queensland Government.
The Collection Procedures	Outline the process for persons who are responsible for taking and dealing with things for analysis as required under section 143(3) and (4) of the <i>Racing Act 2002</i> . This may include, but is not limited to, blood, faecal material, hair, saliva, sweat, tissue, urine and vomit.
Voluntourism	Tourism in which travellers do voluntary work to help communities or the environment in the places they are visiting.

Acronyms

Acronym	Explanation
CEO	Chief Executive Officer
AS/NZS	Australian Standard/New Zealand Standard
B&CP	Business and Corporate Partnership Board
CEO	Chief Executive Officer

EMT	Executive Management Team
FBT	Fringe Benefits Tax
GBRMPA	Great Barrier Reef Marine Park Authority
GST	Goods and Services Tax
ICT	Information and communications technology
IISC	ICT Investment and Strategy Committee
ILUA	Indigenous land use agreements
IM	Information management
LIMS	Laboratory Information Management System
NPRSR	Department of National Parks, Recreation, Sport and Racing
PCYC	Police Citizens Youth Club
QAO	Queensland Audit Office
QAS	Queensland Academy of Sport
QPWS	Queensland Parks and Wildlife Service
S122	A fixed term contract of employment between the Director-General and an individual, appointed as an officer under the Public Service Act.
SES	Senior Executive Service
SO	Senior Officer
SRS	Sport and Recreation Services
WHA	World Heritage Area

FINANCIAL STATEMENTS

Provided on CD

