

Department of Environment and Heritage Protection

2012–13 Annual Report

Purpose of the report

This annual report details the financial and non-financial performance of the Department of Environment and Heritage Protection 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

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Further information

For further information about the annual report contact:

Communication Services

Ph: 07 3339 5889

info@ehp.qld.gov.au

www.ehp.qld.gov.au

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17 September 2013

The Honourable Andrew Powell MP
Minister for Environment and Heritage Protection
400 George Street
Brisbane Qld 4000

Dear Minister

I am pleased to present the Annual Report 2012–2013 and financial statements for the Department of Environment and Heritage Protection.

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.ehp.qld.gov.au.

Yours sincerely

Andrew Chesterman
Director-General

MESSAGE FROM THE DIRECTOR-GENERAL

The 2012–13 financial year was the first full reporting year for the Department of Environment and Heritage Protection (EHP). We have much to be proud of. We achieved our fiscal repair task, made significant headway in the public sector renewal process and have clearly stamped our roadmap to become the benchmark environmental and heritage protection agency in Australia.

At its core EHP carries out its role as a strong environmental regulator, providing responsible environmental regulation and timely environmental authority approvals that support sustainable long-term economic development.

In this capacity EHP plays a vital part in managing the health of the environment to protect Queensland's unique ecosystems, including its native plants and animals and biodiversity, as well as conserving the state's built heritage places.

In 2012–13, EHP's achievements included the delivery of significant regulatory reform which removed unnecessary costs and reduced approval times by reducing and streamlining greentape without compromising environmental standards.

For instance, by simplifying environmental licensing laws up to 12,000 small businesses in Queensland will now save money and time—without diluting environmental protections or lowering environmental standards.

Similarly, EHP was able to reduce the number of licences for environmentally relevant activities by 70 per cent from 13,000 to 4000 and has assisted small to medium-sized businesses save more than \$6 million each year in annual fees. In return, businesses are expected to meet their general environmental duty under the *Environmental Protection Act 1994* to prevent environmental harm, along with other requirements such as not causing environmental nuisance.

In 2012–13, the release of the department's Regulatory Strategy was another important greentape reduction milestone. This reform is a fundamental shift in the way environmental and heritage regulatory activities are undertaken in Queensland.

The objective of the Regulatory Strategy is to allow the majority of Queensland businesses doing the right thing to operate with less red tape, while making sure that poor performers are dealt with fairly, firmly and swiftly.

The strategy has helped EHP deliver streamlined application processes by eliminating regulatory duplication and fast-tracking low-risk, low-impact developments without compromising environmental standards by allowing flexibility for business owners to meet their environmental outcomes as opposed to enforcing prescriptive requirements.

Over the past year EHP has also been able to improve its internal processes and reduce processing time for environmental impact statements for major resource project proposals. Impact assessments were completed which will support \$5 billion in capital expenditure and 6000 jobs if the projects are developed as approved. These figures underline the importance of the department in helping build the state's economy.

Wildlife management and protection was another priority area for EHP in 2012–13 with the release of new management strategies for flying-foxes and crocodiles.

Under EHP's new flying-fox roost management strategy, the health and well-being of the community is a central consideration and will provide local governments with the ability to make their own decisions to disperse or otherwise manage flying-fox roosts in designated urban areas.

Similarly, EHP's new crocodile management plans in north Queensland aim to improve the balance between community safety and crocodile conservation.

By the end of 2012–13, four management plans were in place for Cairns, Townsville, Hinchinbrook and the Cassowary Coast—areas which have experienced higher levels of crocodile-human interaction.

In 2012–13, EHP also developed a new management strategy for Fraser Island's wild dingo population to ensure the ongoing welfare of the species and the safety of tourists who visit this World Heritage Area. The new management strategy was informed by the recommendations of an independent peer review of the former strategy and features four programs—risk intervention, communication and education, research, and evaluation and review. The strategy was due for release in July 2013.

An implementation plan delivering the programs of the Fraser Island Dingo Conservation and Risk Management Strategy will be jointly rolled out by the Department of National Parks, Recreation, Sport and Racing and EHP in the coming financial year.

Simpler, more effective protection for marine mammals was also introduced by EHP in 2012–13. The ban on commercial whale watching in the State waters off the Sunshine Coast and Gold Coast was lifted and the declaration process for special interest dolphins and whales, such as Migaloo the albino humpback whale, was simplified.

In addition, EHP continued its implementation of the \$26.5 million Investing in our Koalas initiative. This initiative gives greater protection to our koalas through significant funding under the Koala Habitat Program, the Koala Rescue and Rehabilitation Grants Program and the Koala Research Grants Program.

The ongoing management and protection of Queensland’s heritage places was another important focus for EHP in 2012–13.

Membership of the Queensland Heritage Council was revitalised with six new members and six reappointments. In addition, EHP released new guidelines for local governments on managing heritage places and continued the historic shipwrecks survey to locate and survey ships lost along the Queensland coast.

Brisbane’s built heritage also received a boost with its oldest surviving residence, Newstead House, now accessible to all visitors thanks to the installation of new facilities for people with impaired mobility.

These are just some of the programs and initiatives that were delivered by EHP in 2012–13. Many more are included throughout this annual report.

I would like to thank the department’s executive management team and all employees for their contribution in managing and protecting Queensland’s environment and heritage and delivering our services and policy program throughout the year.

In 2013–14 I look forward to working with you, our stakeholders and customers as we continue to streamline administrative processes, simplifying the regulatory burden on business and industry and implementing practical management strategies that will deliver strong outcomes for Queensland’s natural and built environments.

Andrew Chesterman
Director-General

OUR ORGANISATION

Who we are

The Department of Environment and Heritage Protection (EHP) is responsible for managing the health of the environment to protect Queensland's unique ecosystems, including its landscapes and waterways, as well as its native plants and animals and biodiversity.

The department's key role is to act as a strong environmental regulator that supports the sustainable, long-term economic development of Queensland. EHP is also responsible for identifying and conserving the state's built heritage places.

EHP's key responsibilities include:

- Ensuring the diversity and integrity of Queensland's natural ecosystems are preserved and the conservation status of native species is maintained or enhanced.
- Developing and coordinating the policy, planning and legislative frameworks to deliver the government's key policy objectives for environmental and heritage protection.
- Ensuring environmental risks and sustainable development are proactively managed and monitored through a modern and innovative regulatory, assessment, compliance, investigation and enforcement program.
- Streamlining processes and reducing red tape for business and industry to support the Queensland economy.

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.

Our structure

EHP consists of four divisions:

- Conservation and Sustainability Services—responsible for the implementation of programs to conserve and enhance the health of the state's natural environment.
- Environmental Policy and Planning—responsible for developing and reforming legislation, plans and programs to support frontline environmental service delivery, ecosystems management and the waste agenda.
- Environmental Services and Regulation—responsible for the facilitation of project approvals and industry compliance with environmental obligations.
- Corporate Services—responsible for delivering effective and efficient business support, and providing leadership in planning, resource allocation and management, monitoring and reporting. These services are delivered through a Business and Corporate Partnership comprised of up to six departments.

Our vision

EHP will be the environment and heritage protection agency against which other Australian states benchmark themselves.

Our mission

Strong environmental management supporting sustainable economic development.

Objectives

We will achieve our mission by delivering our primary objectives, which are:

- Avoiding, minimising or mitigating impacts to the environment.
- Protecting the integrity of Queensland's ecosystems.
- Protecting Queensland's built heritage.

These are supported by our enabling objectives:

- Building relationships with government, business, industry and the community.
- Innovative, evidence-based environmental policies, programs and services.
- A capable and accountable organisation.

Our challenges

There are a number of environmental factors affecting EHP and its work. They include the following:

Balancing environmental, social and economic outcomes

- Managing in a context of climate variation, population growth and technological change.
- Supporting 'one government' by developing effective and supportive relationships with all levels of government.
- Responding to emerging industries with timely, comprehensive advice.
- Establishing a fair balance when managing conflicts between the environment and human activities.

Achieving best practice environmental regulation

- Industry understanding and acceptance of their obligations and required performance.
- Providing a targeted risk-based service delivery that facilitates sustainable development.
- Developing relationships which encourage industry to give us early warning of new technologies and industries.
- Reducing the regulatory burden on good performers, and increasing the consequences for poor performers.

Reducing the impacts of natural or human-caused disasters

- Leading and influencing strategies and standards that safeguard the environment from future impacts.
- Maintaining capability to effectively prepare for, respond to, and recover from disaster events.

Evidence-based environmental and heritage management

- Ensuring ready access to contemporary science.
- Providing the community with the latest environmental science information.
- Encouraging industry publication of real-time air and water pollution information.
- Providing timely advice and recommendations on emerging issues.

Building a positive culture of performance

- Understanding and meeting customer expectations.
- Identifying our successes and, where we fall short, learning from these and responding accordingly.
- Managing generational change in the workforce.

Our customers

EHP's foremost customers are the people of Queensland and business and industry.

The department's programs, regulations and customer service involve active engagement and collaboration with individuals and organisations which have a role or interest in the environment. This includes all levels of government, conservation and special interest groups, environmental authorities, regional natural resource management groups, business and industry and landholders.

EHP uses a variety of communication channels and activities to build and maintain its relationships with its customers and other interested parties. It proactively seeks to provide opportunities to receive feedback and suggestions about its activities, performance and direction.

Our contribution to government objectives

EHP's direction and service delivery initiatives help contribute strongly to the Queensland Government's objectives for the community.

Grow a four pillar economy by:

- Reducing the complexity of legislation and reducing greentape.
- Streamlining assessment and approval processes to facilitate efficient and timely environmental decisions.
- Supporting the sustainability and productivity of the resources sector and agriculture industries.
- Promoting tourism opportunities related to Queensland's natural environment and built heritage.

Lower the cost of living by:

- Providing more efficient and effective environmental regulation and service delivery through use of technological and other innovations.
- Decreasing government imposed costs on industry and the community.

Invest in better infrastructure and use better planning through:

- Working with industry, the community and other levels of government to develop evidence-based conservation plans.
- Contributing to the planning reform agenda of government.
- Putting processes in place to enable firm but fair application of regulation.

Revitalise frontline services by:

- Improving and integrating service delivery with other agencies.
- Placing appropriate resources on the front line where they are best placed to serve the community and industry.
- Supporting our volunteers and local environment groups through targeted grants.
- Providing the community with access to more information about the health of the environment.

Restore accountability in government through:

- Implementing the government's first-term commitments.
- Reviewing policy to ensure that it aligns with the government's objectives and ceasing programs not aligned with the government's direction.
- Operating transparently and within budget.

EXECUTIVE MANAGEMENT GROUP

Andrew Chesterman

Director-General

Andrew sets the department's strategic direction and priorities to ensure they are aligned with Queensland Government priorities. He holds primary responsibility for planning activities, resource decisions, policy initiatives and risk management. As the agency's chief executive, Andrew leads collaboration across government and liaison with the department's key customers.

Tamara O'Shea

Deputy Director-General

Conservation and Sustainability Services

Tamara is responsible for the implementation of programs to conserve and enhance the health of the state's natural environment. This includes managing the interaction between people and protected species, including the delivery of programs associated with wildlife management, koala conservation, threatened species and nature refuges. Tamara is also responsible for promoting sustainable management of Queensland's terrestrial and marine biodiversity values and wetlands and engaging additional Indigenous rangers through the Indigenous Land and Sea Rangers Program. Tamara works with departmental interest groups including local government, conservation organisations, businesses and communities to achieve a sustainable environment for the future.

Dean Ellwood

Deputy Director-General

Environmental Services and Regulation

Dean leads the department's regulatory program, ensuring that it is targeted, consistent and transparent in its facilitation of sustainable development. He ensures that relevant frameworks and service delivery mechanisms are in place to support both the implementation of legislation and policy and environmental assessments for development and resource projects across the state. Dean is also responsible for managing environmental risks through a proactive compliance and enforcement program which includes strong litigation capabilities to respond to serious breaches.

Tony Roberts

Deputy Director-General

Environmental Policy and Planning

Tony is responsible for developing and reforming legislation, plans and programs to support frontline environmental service delivery including waste, reef, water quality, environmental planning and built heritage. Tony is also responsible for the delivery of the government's regulatory reform agenda through re-positioning the department's legislation, policy priorities and business practices to achieve efficiency dividends and strip away greentape. He also represents the state's environmental interests at the national level.

Danielle Anderson

Deputy Director-General

Corporate Services

Danielle is responsible for leading the delivery of corporate services including finance, asset management, human resources, corporate communications and governance and strategy. Danielle also leads the delivery and performance of procurement services, Right to Information, privacy and internal audit functions.

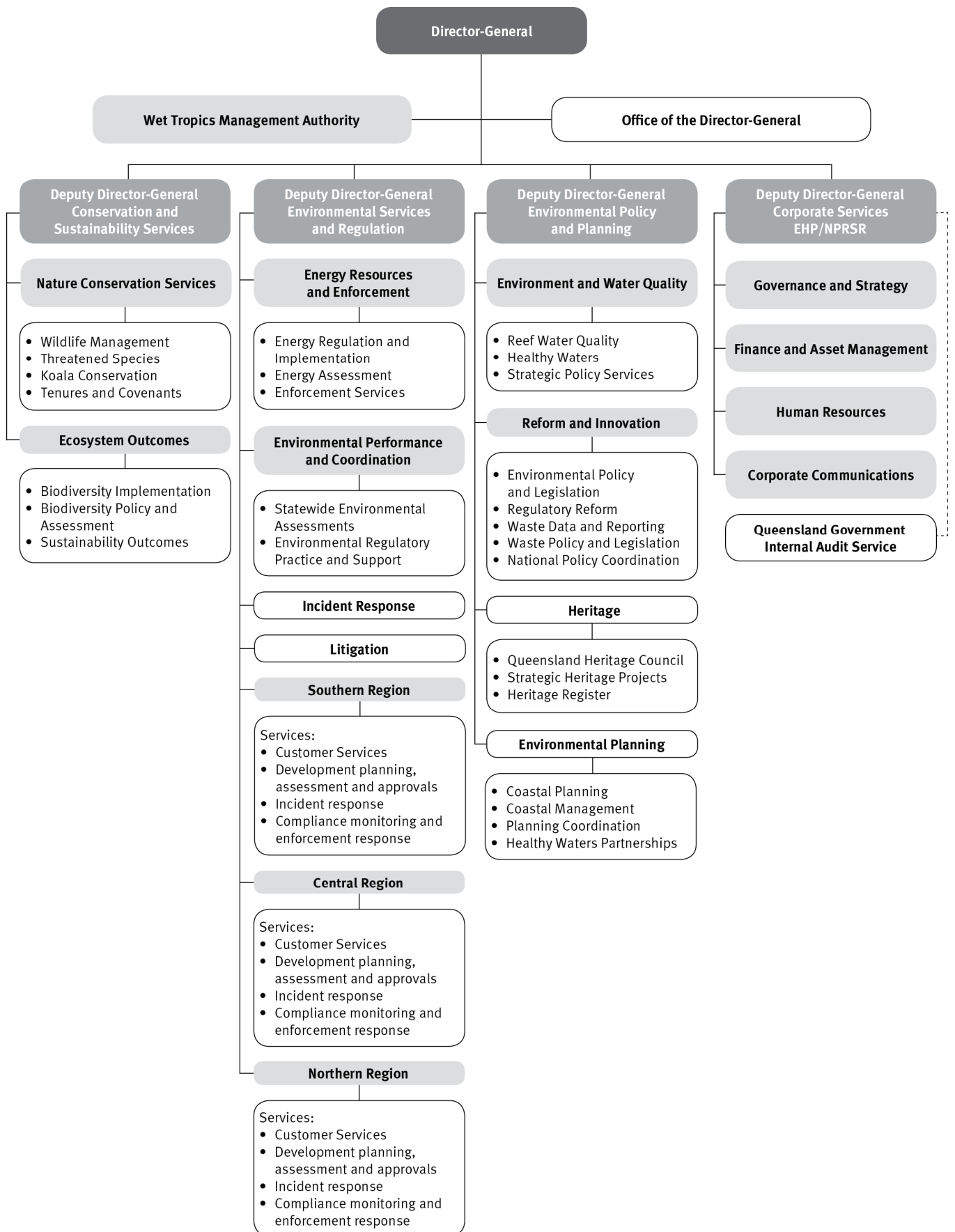
Ken Davis

Executive Director

Governance and Strategy

Ken reports to the Deputy Director-General, Corporate Services and is responsible for leading the delivery of corporate performance and reporting, integrity and governance frameworks and Cabinet and Parliamentary Services. Ken is also responsible for delivering Right to Information, privacy and procurement services to EHP as well as five other departments through a Corporate Partnership arrangement.

ORGANISATIONAL STRUCTURE



OUR FINANCES

This summary of financial performance for 2012–13 provides an overview of EHP’s first full year of operation. More details can be found in the financial statements included with this report.

As a result of machinery-of-government (MoG) changes in April 2012 and the creation of EHP, the 2011–12 comparative figures contained in the Statement of Comprehensive Income reflect 10 months operating as the former Department of Environment and Resource Management (DERM) and two months operating as EHP (from 1 May 2012).

During 2012–13, significant steps were taken to separate the financial impacts of the operations of the agencies which transferred out of the former DERM from those remaining in EHP. Some revenue transactions and expenditure transactions from legacy payroll systems continued to be posted within the EHP ledger at year end. It is intended that the remaining non-EHP employees paid through the EHP payroll system will transfer to the systems established by their respective agencies during 2013–14.

The principal financial challenge which EHP faced during 2012–13 was the achievement of the budget savings in relation to the fiscal repair agenda. This required considerable effort by management and employees with the result that the stipulated savings for 2012–13 were achieved.

EHP’s net surplus for the year is \$5.5 million. The following table summarises the financial results of controlled operations. The income and expenditure figures for the current and prior year are not directly comparable. The asset and liability balances in the Statement of Financial Position provide a better comparison, as the prior year-end balances reflect the EHP position as at 30 June 2012 only. Some additional balance sheet transfers occurred during 2012–13 as the MoG arrangements were finalised.

	2011–12 \$'000	2012–13 \$'000
Statement of comprehensive income		
Total income from continuing operations	900,634	203,381
Total expenses from continuing operations	875,601	197,931
Statement of financial position		
Total assets	70,035	120,031
Total liabilities	7,889	69,897
Total Equity	62,146	50,134

Comparison of actual results with budget

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

Operating statement for the year ended 30 June 2013

Controlled items	Notes	2012–13 budget \$'000	2012–13 actual \$'000	Variation %
Income				
Service revenue	1	188,589	176,509	-6.4%
User charges	2	1,820	4,533	149.1%
Grants and other contributions	3	9,774	12,973	32.7%
Other revenues	4	100	9,362	9,262.0%
Gains on sale/revaluation of property, plant and equipment and investments		-	4	n/a
Total income		200,283	203,381	1.5%
Expenses				
Employee expenses	5	134,478	117,655	-12.5%
Supplies and services		44,744	45,609	1.9%
Grants and subsidies	6	17,480	25,232	44.3%
Depreciation and amortisation		3,222	3,059	-5.1%
Other expenses		308	2,058	568.2%
Losses on sale/revaluation of property, plant and equipment and investments	7	51	4,318	8,366.7%
Total expenses		200,283	197,931	-1.2%
Operating surplus		-	5,450	n/a

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

Notes

1. The decreased service revenue is the net impact of supplementation for redundancy payments (\$12.3 million) and from environmental licensing revenue (\$4.3 million) less reductions for transfers to other agencies (\$7.8 million), funds deferred from 2012–13 to later years (\$15.2 million), enterprise bargaining contingency (\$2.6 million) and additional savings (\$2.1 million).
2. Increased user charges reflect the finalisation of the industry waste levy collections during 2012–13 (\$1.8 million) and greater than expected revenue from fees, permits and rents (\$0.9 million).
3. Increased grants revenue largely reflects additional funding for turtle and dugong management under the Caring for Our Country program. (\$3.9 million).
4. An additional \$5.0 million in savings was received during the year following the finalisation of the ClimateSmart Home Service scheme as well as \$2.3 million relating to restitution for environmental damage and \$0.6 million in recovery of legal costs.
5. The decrease largely reflects additional functional and staffing transfers to other agencies relating to the finalisation of the MoG transfers (\$5.1 million); the non-achievement of an enterprise bargaining agreement during the year (\$2.8 million); and the earlier than anticipated acceptance of voluntary redundancies by a number of staff; as well as general vacancy management during the year.
6. Greater than budgeted expenditure occurred under a number of grant programs including the partnership agreement with the Department of National Parks, Recreation, Sport and Racing in relation to the Wet Tropics Management Authority (\$1.8 million), additional funding from the Commonwealth for Reef Rescue (\$1.8 million) and the Great Barrier Reef Protection package (\$4.3 million).
7. The key components of the 2012–13 expenditure were losses incurred on asset sales (\$3.0 million) and an impairment in relation to fitout within office accommodation no longer occupied by EHP (\$1.1 million).

Balance sheet as at 30 June 2013

	Notes	2012–13 budget \$'000	2012–13 actual \$'000	Variation %
Current assets				
Cash assets	1	2,085	5	-99.8%
Receivables	2	13,460	95,671	610.8%
Inventories		8	-	-
Other		855	744	-13.0%
Total current assets		16,408	96,420	487.6%
Non-current assets				
Other financial assets	3	3,281	-	-
Property, plant and equipment	4	49,533	19,634	-60.4%
Intangibles		3,885	3,977	2.4%
Total non-current assets		56,699	23,611	-58.4%
Total assets		73,107	120,031	64.2%
Current liabilities				
Bank overdraft	1	-	15,383	-
Payables	5	6,522	51,702	692.7%
Accrued employee benefits		4,123	2,801	-32.1%
Other		168	11	-93.5%
Total current liabilities		10,813	69,897	546.4%
Total liabilities		10,813	69,897	546.4%
Net assets		62,294	50,134	-19.5%
Equity				
Capital/contributed equity		64,588	56,082	-13.2%
Retained surpluses		-2,294	-5,948	-159.3%
Total equity		62,294	50,134	-19.5%

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

Notes

1. Movement from positive cash balance to an overdraft reflects the outstanding net receivables and payables from former DERM operations where payments (largely payroll costs) and receipts are still being managed through the EHP bank account.
2. The actual receivables position includes \$80.5 million of trade debtors, largely including amounts recoverable from former DERM operations where payments are still being incurred through the EHP bank account (e.g. payroll costs) on behalf of other departments.
3. Reflects the outcome of sales of departmental assets and investments during 2012–13.
4. Decrease mainly reflects lower than anticipated land acquisition activity with \$22.0 million in funding deferred from 2012–13 to 2013–14.

5. The high actual payable includes \$47 million of MoG balances outstanding, largely payable to other agencies to reflect revenue collections into the EHP bank account.

Services

The cost of providing our services compared to the estimates published in the SDS are set out in the table below. The overall position rests with total 2012–13 expenditure being within 1.2 per cent of budget.

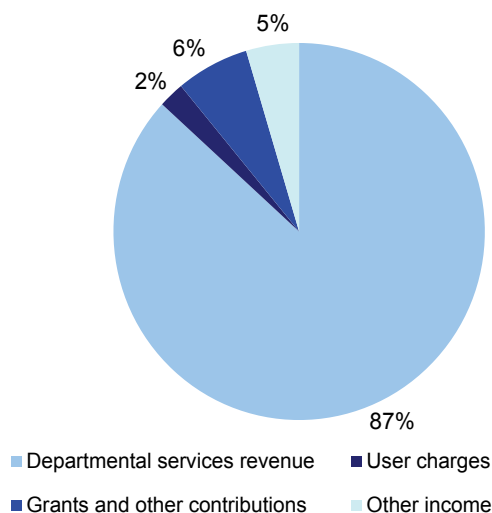
	2012–13 budget \$'000	2012–13 actual \$'000	Variation %
Environment	200,283	197,391	-1.2%
Total cost	200,283	197,931	-1.2%

Income

Services revenue, or appropriation funding provided by government, was EHP's main source of revenue, totalling \$176.5 million. Other sources of revenue included \$13.0 million from grants and other contributions, \$4.5 million from user charges, fees and fines and \$9.4 million from other revenues including \$5.0 million following the finalisation of the ClimateSmart Home Service scheme.

The 2011–12 comparatives include revenue received during the 10-month pre-MoG period which largely relates to functions that were transferred to other agencies as a result of the MoG changes. These include user charges associated with land titles activities, the issuing of camping and other permits in national parks and royalties and other monies received in relation to State forest-based timber and quarry activities. The functional transfers also resulted in a significant reduction in grants and other contributions from the Commonwealth and other external bodies reflecting EHP's narrower range of functional responsibilities.

Sources of controlled income: 2012-13

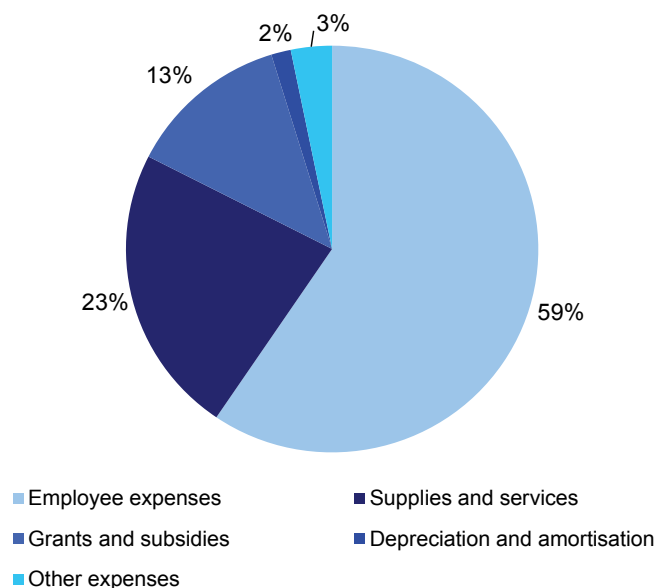


Expenses

Total expenses of \$197.9 million are significantly less than those recorded in the previous year (\$875.6 million), reflecting the effect of the MoG changes, and therefore making meaningful comparisons difficult. Employee expenses, including wages, salaries, related taxes and superannuation contributions for 2012–13 totalled \$117.7 million during the year and represented 59 per cent of total expenditure compared to 53 per cent of total expenditure in 2011–12. This is largely due to a proportional increase in the amount of severance payments in relation to the voluntary redundancy process during 2012–13.

Expenditure relating to the other major expense types including supplies and services, depreciation and payments of grants and subsidies was also lower than the previous year and is consistent with the reduced functional responsibility and asset base of EHP.

Controlled expenses: 2012-13



Financial position

The department continues to maintain a sound net asset position, which illustrates the net worth of the departmental entity. At 30 June 2013 this was \$50.1 million (\$62.1 million in 2011–12) consisting mainly of receivables and property, plant and equipment assets. At year-end, significant receivables and payables have been recognised to reflect revenues owing to, and payroll and other expenses recoverable from, MoG-related entities where transactions are still being processed through the former DERM financial systems.

Administered activities

Administered activities are those that EHP does not control, but is charged with the responsibility of administering on a whole-of-government basis. During 2012–13, EHP only continued to collect licensing fees for environmental relevant activities (ERA) while previously administered activities such as land titles registration and the collection of leasehold land rentals were transferred to other agencies. From 1 July 2013, ERA licensing fee revenue has been reclassified from administered to controlled.

Total income from administered operations for the year was \$40.3 million primarily in relation to ERA licence and other fees (\$38.7 million), with \$2.1 million of expenditure.

Chief Finance Officer (CFO) statement

The department is committed to efficiently, effectively and economically managing its financial performance and minimising financial liabilities and risks. A comprehensive Financial Management Assurance Framework (FMAF) is in place across 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 Group. 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 department's FMAF and the work undertaken by the various groups and committees under the broader governance framework.

The process upon which the CFO Statement was based and provided to the accountable officer was outlined at the Audit and Risk Committee meeting which reviewed the 2012–13 annual financial statements.

OUR BUSINESS

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

Conservation and Sustainability Services

The Conservation and Sustainability Services Division focuses on ensuring the diversity and integrity of Queensland's natural ecosystems are preserved and the conservation status of native species is maintained or enhanced. The division's focus is achieved through:

- Protecting Queensland's flora and fauna and high value ecosystems. This includes managing the interaction between people and protected species and delivering programs associated with wildlife management, koala conservation, threatened species and nature refuges.
- Promoting sustainable management of Queensland's terrestrial and marine biodiversity values and wetlands, assisting in the management of the state's World Heritage Areas and engaging additional Indigenous rangers through the Indigenous Land and Sea Rangers Program.
- Working with interest groups including local government, conservation groups, businesses and communities to achieve a sustainable environment for the future by reducing our environmental footprint. Initiatives include Everyone's Environment Grants to assist community groups improve the local environment and conducting compliance and preventative work with local communities to identify illegal dumping hot spots and educating the community.

Nature Refuges

The Nature Refuges Program secures voluntary, legally-binding conservation agreements to establish protected areas over privately managed land. This creates a perpetual obligation for the owners to conserve the area's significant values.

During 2012–13, 44 new nature refuges were gazetted and two existing nature refuges extended, protecting 525,342 hectares of high-value nature conservation area.

NatureAssist, a financial incentives program, recruited four new properties and an extension to an existing nature refuge, covering a combined total of 252,962 hectares. Landholders received \$962,930 to fund conservation activities through to the end of the 2014–15 financial year.

The Nature Refuges Program is a world-class example of a cost-effective, community-based strategy to achieve conservation outcomes, while still allowing for sustainable economic activities and production to occur.

Indigenous involvement in Cape York and Lake Eyre Basin

The Indigenous Land and Sea Ranger Program contributes to EHP's mission of strong environmental management supporting sustainable economic development, by assisting Indigenous communities to care for land and sea country and supporting their economic empowerment.

During the reporting period, 15 new land and sea rangers commenced employment in Mapoon, Archer Point, Wujal Wujal and Laura communities in Cape York. A further three land rangers commenced employment in the Lake Eyre Basin.

EHP continued its involvement in Indigenous communities in Cape York through the new Indigenous Sea Country Management Program which trains Indigenous communities in monitoring, recording and compliance activities related to the sustainable management of dugong, turtle and sea country. The management program included \$1.95 million in grants for Indigenous groups to support the implementation of sea country and dugong and turtle management programs.

Threatened species

EHP manages, facilitates and coordinates activities in an effort to conserve and protect threatened species in Queensland.

In 2012–13, recovery teams were formed to coordinate conservation activities for the northern hairy nosed wombat, northern bettong, mahogany glider, greater bilby and bridled nailtailed wallaby.

The northern hairy nosed wombat project continued towards its goal to re-establish the wombat in its natural environment. EHP continued to investigate suitable sites at which to establish additional populations. The parent colonies at Epping Forest and Richard Underwood Nature Refuge continue to thrive and will provide the nucleus of any new colonies.

EHP commenced a review of the protected plants legislation. This is a significant piece of regulatory reform that will streamline assessment processes, remove unnecessary administrative and regulatory burden and simplify permit and licence requirements.

Wildlife management

EHP leads a statewide program to protect, conserve, and manage the sustainable use of Queensland's native wildlife through:

- the review and development of policy and legislation
- education and community engagement
- development of partnerships
- compliance management
- operational service delivery.

The department has committed to improving crocodile management to enhance community safety. This will be achieved through the development of a crocodile management policy, consistent with the Northern Territory's successful three-tiered approach, which strikes a balance between community safety and crocodile conservation.

In 2012–13, EHP initiated the new crocodile management policy through the development of crocodile management plans for the Cairns, Cassowary Coast, Townsville and Hinchinbrook local government areas. A revised public education strategy has also been developed as a key implementation tool of the crocodile management plans, with a focus on encouraging appropriate behaviours in, and near, the water in these areas.

EHP also committed to revising the damage mitigation permit system for flying-foxes and implementing a new approach for flying-fox roost management. EHP consulted with local governments and the community to put in place a code of practice to guide the management of roosts in urban areas and provide for the dispersal, removal and management of flying-fox roosts in specific urban areas, without a permit.

In addition, EHP re-introduced lethal take of flying-foxes for crop protection, ensuring the lethal take is in line with a code of practice promoting ecological sustainability. During the reporting period, 19 lethal damage mitigation permit applications were received by the department. Ten were granted, four were refused and five were withdrawn.

To ensure a sustainable number of flying-foxes across Queensland, EHP, together with industry representatives, will undertake a review of the operation of the code of practice and permitting systems one year after commencement.

In 2012–13, EHP undertook a review of marine mammal legislation to streamline legislative processes, achieve regulatory simplification and provide for fair and equitable access to marine animals. The review addressed key issues including allowing commercial whale watching to occur in State waters outside of marine parks and the continuation of dolphin feeding at Tin Can Bay in an environmentally responsible manner.

Koala policy and operations

EHP took decisive action to protect Queensland's iconic koalas by acquiring new koala habitat, supporting research into koala disease and preventable causes of death, injury and illness, and enhancing koala rescue and rehabilitation services.

In 2012–13, EHP's achievements in koala protection included:

- Offers were made on five properties through the Koala Habitat Program to aid in the rehabilitation of koala habitat.
- Funding was provided to eight research projects to achieve a variety of outcomes for koala conservation including modelling tools, assessments of the threat posed by infectious disease, and development of a standardised post-mortem examination and disease record framework.
- Funding was provided to 11 koala care organisations to conduct rescue and rehabilitation services projects including establishing eucalypt plantations, purchasing koala rescue and medical equipment and constructing a purpose built koala rehabilitation facility.

Environmental recovery and resilience

In 2013, flooding events associated with ex-Tropical Cyclone Oswald had a devastating impact on many communities, especially in the Bundaberg, North Burnett, Fassifern and the Lockyer Valley regions.

As the functional lead agency for environmental recovery, EHP coordinated the planning and implementation of environmental recovery activities, including:

- Providing advice on the measures required to achieve environmental recovery.
- Monitoring and providing advice on current and potential environmental and cultural heritage issues.
- Facilitating information exchange and maximising efficient allocation of resources towards recovery.
- Ensuring the consideration of the environment, and potential environmental solutions, in recovery activities undertaken by other agencies.

A key focus of environmental recovery activities is to progress strategies to reduce future impacts on the natural environment, in both urban and rural landscapes, focusing on long-term resilience and sustainability.

The immediate recovery action focused on helping communities and businesses using direct action, providing information and support on the ground and, where needed, fee relief, rapid approvals and exemptions.

EHP also implemented a range of on-ground actions to ensure the recovery of Queensland's natural assets and heritage values, including monitoring releases of water from mines and sewerage treatment plants, responding to reports of dislocated wildlife, and assisting the recovery of affected turtle populations at Mon Repos.

Community engagement

EHP supports community groups to protect the environment through a range of community and conservation programs.

In 2012–13 EHP launched round one of Everyone's Environment Grants, a program which supports communities to undertake a wide range of environmental projects to restore, rehabilitate and protect their local environments.

Round one allocated \$3 million in funding ranging from \$4330 to \$100,000 for 74 projects. These projects supported a variety of activities including tree planting for habitat rehabilitation and restoration, water quality monitoring, controlling pests and weeds and cleaning up community areas, local creeks and waterways.

In addition, EHP continued its financial support for nine grassroots conservation groups across Queensland through the Non-Government Conservation Funding Program, and also provided core funding to the Queensland Conservation Council, one of the state's peak environmental bodies. Funding provided to these 10 groups contributed to their day-to-day operating expenses. Representatives from these groups joined other community environmental organisations for the twice-yearly Minister's Environment Roundtable meetings, where they discussed a range of significant environmental issues with the Minister and EHP senior officers.

During the reporting period, EHP also called for expressions of interest to establish a collaborative service delivery model to continue the successful work of the department's former ecoBiz sustainability program.

Litter and Illegal Dumping

The Litter and Illegal Dumping Unit was established as part of the Queensland Government's implementation of the *Waste Reduction and Recycling Act 2011* (WRRRA), with the aim of reducing the incidence, cost and environmental impact of litter and illegal dumping across Queensland.

In 2012–13, the unit focused on developing its partnership with local government to establish a statewide network for enforcement of the WRRRA. This was achieved through support of training events, production of the *Illegal Dumping Handbook—A Guide for Local Government* and the *Illegal Dumping Surveillance Camera Grant Program*.

In addition, the unit implemented a hot spots pilot project to identify areas with a high incidence of illegal dumping, conducted targeted enforcement operations and worked with local communities in prevention efforts. Community partnerships are a key element of the unit's work and in 2012–13 this included establishing projects with *Keep Queensland Beautiful* and the *Garage Sale Trail* to implement innovative community engagement strategies for reducing litter and illegal dumping.

Wetlands

EHP is responsible for the protection, conservation and management of wetlands in Queensland, consistent with

international, national and state policies.

During 2012–13, a number of new online wetland management tools and resources were produced. The *Wetland/Info* website was significantly upgraded with new content and tools including guidelines and a template for preparing a wetland management plan, case studies to accompany wetland management plans, a new framework for evaluating aquatic ecosystem connectivity and fact sheets.

Furthermore, EHP implemented a new *Walking the landscape* approach to understanding and mapping environmental processes and values.

Outlook for 2013–14

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

- Implement a whole-of-government Environmental Offsets Policy. This will align four policies into one simplified policy that will enable a streamlined and strategic approach to offsets while ensuring an overall environmental gain for the state.
- Provide a further \$4 million to Queensland community groups as part of round two of Everyone's Environment Grants, with projects aimed at delivering practical actions for local environmental improvements.
- Continue to work with waste generators, environment and community organisations and the waste industry to implement industry-driven waste reduction solutions and improve the state's response to litter and illegal dumping.
- Implement a new management framework for flying-fox roosts that will place community wellbeing at the centre of decision making. This will allow councils to respond more effectively to problem urban flying-fox roosts, including providing an as-of-right authority for councils to manage roosts in urban areas in accordance with a code of practice.
- Implement a revised protected plants management framework that will reduce regulatory greentape and remove unnecessary duplication whilst managing the threat to native plants outside of protected areas.
- Continue to explore opportunities for regulatory simplification that have quantifiable benefits to local government, industry and the community.

Environmental Policy and Planning

The Environmental Policy and Planning Division develops and coordinates the department's policy, planning and legislative frameworks for environmental and heritage protection. The division's focus is achieved through:

- Providing high-level strategic policy and planning, providing context and direction to the day-to-day operating procedures that guide the work of the department's Conservation and Sustainability Services and Environmental Services and Regulation divisions.
- Delivering the Queensland Government's regulatory reform agenda through the re-positioning of the department's legislation, policy priorities and business practices to achieve efficiency dividends and strip away greentape.
- Ensuring environmental policies and objectives are embedded in relevant government strategies and legislative instruments.
- It supports the Minister and the Director-General in representing Queensland's interests in national environment and heritage forums.

Regulatory simplification

The Greentape Reduction project streamlined application and approval processes for regulated businesses through amendments to the *Environmental Protection Act 1994* (EP Act) and the Environmental Protection Regulation 2008. These amendments took effect on 31 March 2013. Additionally, environmental authority requirements were also removed for around 9400 small businesses, benefitting establishments such as motor vehicle workshops, small service stations and cabinet makers.

Temporary emissions licences were introduced as part of the recommendations of the Queensland Flood Commission of Inquiry. These licences allow industry to respond to all types of disaster situations and were widely used in the floods resulting from ex-Tropical Cyclone Oswald in January 2013.

The *Mining and Other Legislation Amendment Act 2013*, which commenced on 31 March 2013, reduced greentape for the small opal and gem mining and exploration sectors by removing environmental authority requirements, including associated fees.

In 2012–13, work also commenced on the development of the industry-led waste strategy including establishment of a steering committee and working groups and development of the Queensland Waste Data System. The waste levy was also repealed in March 2013.

Heritage

EHP is responsible for the protection of Queensland's historical cultural heritage by identifying and protecting heritage places, including buildings, structures, urban precincts and natural and landscape features.

In 2012–13, heritage was an important focus with EHP undertaking administration of the *Queensland Heritage Act 1992* and proactively engaging with local government and heritage place owners.

The Queensland Heritage Council (QHC) was revitalised in 2013 with the appointment of 12 members—six new members and six reappointments. Its members offer a diverse range of skills and represent a number of industries and interests across the state. QHC is an independent statutory authority and is the principal adviser to the Minister on heritage matters. It is responsible for deciding which heritage places are entered in, and removed from, the Queensland Heritage Register and also provides advice to the Queensland Government on the development of heritage places owned by the state.

In 2012–13, EHP undertook a project to strengthen the integrity of the Queensland Heritage Register to ensure it protects heritage places that are important in the historical development of Queensland. As a result of a systematic survey there was an emphasis on listing heritage places in the Wide Bay Burnett region which were associated with its agricultural development.

The Heritage Guidelines Project developed a broad suite of guidelines that provide best practice advice to help local governments and other stakeholders to appropriately manage Queensland's important heritage places.

The Historic Shipwrecks survey continued in 2012–13. The survey, a partnership with the community and professional groups, aims to locate and record historic shipwrecks along the Queensland coast.

Major facilities upgrades were completed at heritage-listed Newstead House including dedicated car parking, improved access to the house, modifications to its lower level, and the installation of a lift to the main part of the

house to provide better access for people with impaired mobility.

Great Barrier Reef

EHP is committed to ensuring the values of the Great Barrier Reef World Heritage Area are maintained and has undertaken a number of initiatives to achieve this objective.

Frameworks for best management practice (BMP) programs within Great Barrier Reef catchments were developed in partnership with the sugarcane and beef industries in November 2012 and January 2013 respectively. The frameworks are due to be implemented by June 2014.

The successful implementation of BMPs are expected to contribute to delivering Reef water quality targets under the *Reef Water Quality Protection Plan* (Reef Plan), enhancing agricultural productivity and reducing the regulatory burden on industry.

EHP is funding science projects to support BMPs and improve on-ground management, increase productivity and profitability and reduce impacts on waterways.

Extension and education projects, which are led by the Department of Agriculture, Fisheries and Forestry, are designed to encourage and support growers to implement BMP-based improvements in their own enterprises.

In addition, a number of industry resources were developed as part of the Reef Water Quality Science Program including: Sustainable management of the Burdekin grazing lands—a technical guide for profitable grazing in Burdekin catchment and the Compendium of Smart practices for the sugar cane industry in the Wet Tropics, Burdekin Dry Tropics and Mackay.

EHP also contributed to the preparation of the Great Barrier Reef Coastal Zone Strategic Assessment which involved preparing information on the values, condition and trend of matters of national environmental significance that are found in the Great Barrier Reef coastal zone. This work involved the identification of gaps in current knowledge and recommended future strategies to protect the matters of environmental significance.

State Planning Policy

During the reporting period, EHP reviewed the Queensland Coastal Plan resulting in the plan's development-related policies being refined and incorporated into a draft single State Planning Policy (SPP).

A review was also undertaken of EHP's State planning interests for inclusion in the draft SPP and a series of assessment codes and guidelines were developed to support the Queensland Government's new State Assessment and Referral Agency (SARA) process.

In conjunction with this work, a new mapping methodology was prepared to map areas containing matters of state environmental significance and other environmental values. A new set of ecological/environmental criteria was approved as part of the Matters of State Environmental Significance (MSES) assessment process.

In addition, EHP also facilitated the preparation of a pilot coastal hazards adaptation strategy for the urban areas of Townsville, based on sea level rise projections to 2100. This work was undertaken in conjunction with the Local Government Association of Queensland and Townsville City Council, with the support of the Commonwealth's *Coastal Adaptation Decision Pathways Program*.

Environment and water quality

Monitoring and reporting of environmental and waterway health is a key priority for EHP.

EHP continued its support for the Healthy Waterways program providing \$1.5 million—in partnership with local governments, SEQ Catchments and Healthy Waterways Ltd—to achieve improved outcomes for waterways in priority catchments and strengthen the capacity of local governments to manage urban water issues in South East Queensland.

As part of the Queensland Government's commitment to ensuring that the Gladstone region can continue its role as a key economic base with a sustainable and healthy environment, EHP is establishing the Gladstone Healthy Harbour Partnership. The partnership will align activities, harness co-investment opportunities, implement an adaptive management framework and deliver a shared vision for a healthy Gladstone Harbour. The Gladstone Healthy Harbour Partnership Independent Science Panel was established in February 2013.

The State of the Environment Report, which was released in September 2012, provided important information that will contribute to improving environmental management and outcomes while balancing the needs of economic development. The report assessed the condition of Queensland's environment and coastal zone; identified significant trends in environmental and coastal values; reviewed activities for protecting, managing and restoring

the environment and coastal zone; and evaluated the efficiency and effectiveness of environmental and coastal management strategies.

Outlook for 2013–14

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

- Regulatory reform projects will continue including: a remake of the Environmental Protection (Waste Management) Regulation; review of the contaminated land legislation; and review of the regulated waste framework.
- The Greentape Reduction project—development of standard conditions and review of waste environmentally relevant activities.
- Industry-led waste strategy—prepare a draft strategy for public consultation. Finalise development of the Queensland Waste Data System.
- Heritage Fund—investigate the feasibility of establishing a Queensland Heritage Fund to receive corporate, community and philanthropic donations to support the conservation and long-term sustainability of heritage-listed properties throughout Queensland.
- Queensland Heritage Strategy review—undertake a review of the government's 10-year heritage strategy.
- Implement governance reform of the National Trust of Queensland and Currumbin Wildlife Sanctuary which will see the organisations become independent of government.
- Develop a climate adaptation strategy to help build greater resilience to current and future climate-related hazards such as heatwaves, droughts, flooding events and cyclones. The strategy will include adaptation initiatives and partnerships developed across government and industry.
- Finalise environmental values and water quality objectives for the Capricorn and Curtis coasts catchments, Gladstone Harbour, Wet Tropics and Great Barrier Reef coastal waters and finalise environmental values and water quality objectives for the Queensland Murray Darling Basin (Condamine to Bulloo basins) and commence implementation of the Murray Darling Basin Plan.
- Complete the Great Barrier Reef Strategic Assessment.
- Develop self-assessable codes to replace existing referral agency assessment arrangements to manage tidal works and other development in coastal areas.
- Review the *Coastal Protection and Management Act 1995*.
- Establish a formal funding and work agreement between the Gladstone Healthy Harbour partners for collaborative action between government, the community and industry to maintain and continuously improve harbour health. To assist in establishing the Gladstone Healthy Harbour Partnership, the Queensland Government will contribute \$1 million to fund the initial set up. Additionally, the government will contribute up to \$1.5 million per annum to support the operation of the partnership. Collectively, partnership members will be expected to make an annual membership contribution to support the partnership.
- Commence a new three-year funding agreement with SEQ Healthy Waterways Ltd to produce annual water health report cards.
- Undertake preparation work towards a new national industrial chemical environmental risk management framework in 2014, which will reduce risks to the environment from chemicals.
- Provide increased funding of \$8 million over four years towards the SEQ Healthy Waterways Partnership. This program provides funding for water quality improvement and waterway resilience across South-East Queensland including Moreton Bay. Projects will be run in partnership with local governments, Healthy Waterways Ltd and SEQ Catchments.
- Continue to work with sugar cane and grazing BMP partners and other key stakeholders to shape and roll out BMP modules, accreditation and reporting systems by June 2014. Extension, education and sciences projects will support BMP delivery.

Environmental Services and Regulation

The Environmental Services and Regulation Division provides targeted, consistent and transparent regulation that facilitates sustainable development—ensuring alignment with environmental outcomes without placing unnecessary burden on industry or the community. The division proactively manages and monitors environmental risks and sustainable development through modern and innovative regulatory, assessment, compliance, investigation and enforcement programs. The division provides extensive frontline services both centrally and regionally.

The division facilitates project approvals and industry compliance through:

- Implementing and reviewing legislation and policy.
- Implementing regulatory standards and compliance frameworks.
- Educating and raising awareness of impacts, obligations and regulatory laws and approaches.
- Providing a streamlined project assessment and approval process while maintaining environmental standards.
- Undertaking a proportionate, consistent, and transparent compliance and enforcement program that responds to issues arising and proactively deals with the greatest threats to our environment.
- Working collaboratively with government, industry and community groups, to set and communicate regulatory standards, monitor compliance, improve performance and encourage sustainable behaviours.
- Maintaining an investigation and litigation capability to respond to and deter serious breaches.

Regulatory strategy

In February 2013, EHP released its first regulatory strategy, setting out a roadmap for fundamental changes in how the department carries out its role as the state's environment and heritage regulator, whilst providing opportunities for economic development. The strategy commits EHP to reducing greentape while maintaining Queensland's high standards for the management of the environment and heritage places by:

- Streamlining the assessment of applications for approvals.
- Increasing flexibility and innovation for clients by allowing them to determine how best to achieve the outcomes set by the department.
- Increasing compliance inspections of high-risk sites.
- Taking stronger enforcement action against those who fail to meet their obligations.

Environmental impact assessments

During 2012–13, EHP continued or commenced environmental impact assessments for more than 35 major resource project proposals, completing six of those before 30 June. If all these projects are to proceed as approved, they will contribute up to \$18 billion in capital expenditure and create or retain more than 15,000 resource sector jobs.

EHP undertook a comprehensive review and revision of the trigger criteria which are used when deciding whether an environmental impact assessment process is needed for a particular resource project. The revised triggers are significantly simpler and are based on the scale of the proposal. The criteria for expansions and extensions of existing resource activities are also less stringent.

Greentape Reduction project implementation

The Greentape Reduction project is one of EHP's flagship regulatory reform initiatives. The project developed and implemented amendments to the *Environmental Protection Act 1994* and the *Environmental Protection Regulation 2008*.

The amendments, which took effect on 31 March 2013, aimed to integrate and streamline approval processes, making them more proportional to the environmental risk of the activity, and reduce licence requirements for small businesses and small scale mining operations across Queensland. Environmental standards have been maintained while costs for both industry and government have been reduced.

A new suite of streamlined applicant forms and assessment templates was developed for use by EHP's assessing

officers. In addition, a new range of technical assessment guidelines were released which clearly outlined the expectations of EHP in terms of application requirements and clarified how the information provided would be used by assessing officers. This has significantly increased transparency, consistency in assessment and certainty for applicants.

As part of the implementation process, a major review of more than 200 commonly used conditions for environmentally relevant activities was also undertaken. The review produced 31 outcome-focused conditions covering the same range of environmental interests. These outcome-focused conditions remove unnecessary regulatory burden for industry and are more enforceable.

Petroleum, geothermal and greenhouse gas assessments

In 2013, the *Environmental Protection (Greentape Reduction) and Other Legislation Amendment Act 2012* (Greentape Reduction Act) resulted in changes to environmental authority applications for low-risk petroleum exploration, petroleum survey, petroleum pipeline activities and geothermal exploration activities. Codes for these activities were developed in the form of standard application eligibility criteria and standard conditions to streamline application processes for industry.

Existing systems within EHP were also enhanced to allow accurate tracking of environmental assessments and approvals, and all their component parts, against statutory and administrative deadlines.

In 2011–12, the average assessment timeframe for petroleum, geothermal and greenhouse gas activities was 56 business days. In 2012–13, this was reduced by 50 per cent, with average assessment timeframes taking 28 business days. The reduction in assessment and approval timeframes can be attributed in part to a 34 per cent reduction in the number of requests for further information from proponents.

Holding pre-lodgement meetings with proponents to outline minimum application and performance standards, as well as providing additional application guidance and support material have made this reduction possible. The quality of application material has been improving as a result.

Contaminated land improvements

In 2013, the Greentape Reduction Act introduced 'approved auditors' under a new Chapter 12 of the *Environmental Protection Act 1994*.

Contaminated land auditors provide a regulatory function and assist EHP in deciding contaminated land matters by evaluating and certifying site investigation reports, validation reports and draft site management plans (including amendments) submitted by applicants.

An approved auditor application form, and guidance material, was released to assist individuals apply to become an approved auditor. The high quality technical oversight provided by an approved auditor means that applicants who engage such an auditor reduce the risk that the assessment, remediation or management of an identified site will fail to meet the required criteria for the intended land uses.

Amendments to the Environmental Protection Regulation 2008 included defined prescribed criteria by which all assessment, remediation and management of identified sites are to be measured.

The criteria ensure that all participants in the management of contaminated land are aware of the requirements to be met, and empower the regulated community to improve their submissions and conduct quality assurance against the standards in all stages of the project. The prescribed criteria are one way that approved auditors, EHP and applicants can agree on the grounds by which a report can be accepted or refused.

Management of water in mines—Isaac River pilot

The Isaac River pilot program was developed as a way to provide a permanent solution for the management of legacy (excess) mine water in future wet seasons, without compromising the environment.

Since the 2008–09 wet season, a number of mines located in the Fitzroy Basin catchment have had their productivity affected through the retention of legacy mine water. In November 2012, EHP issued amended environmental authorities to four coal mines in central Queensland to conduct a pilot program for enhanced mine water release during the 2012–13 wet season. The four mines which took part in the pilot were Peak Downs, Goonyella Riverside, Saraji and Norwich Park.

The pilot was closely regulated by EHP and the downstream water quality was monitored by the Department of Natural Resources and Mines. As part of the pilot EHP prepared an operational policy, providing information about when a 'cease release' is issued, to ensure that water supply and water quality, for both drinking and irrigation, were not compromised by the pilot program.

An independent review concluded that the pilot program represented the most cost effective solution for both legacy and long-term mine water management and release in the Fitzroy Basin. In the 2013–14 wet season, the pilot conditions will be extended to other mines to form part of a well-defined water quality framework. Mines applying for the conditions must meet a set of pre-requisites to demonstrate best practice water management and the capacity to cease water releases when required.

Compliance plans

The 2012–13 Annual Compliance Plan detailed EHP's planned compliance activities for the year.

Compliance plans allow the greatest risks to Queensland's environment and heritage to be proactively addressed. One example relates to the pre-wet season inspection plan of coal mines in the Bowen Basin to determine compliance with their environmental authority conditions and preparedness for the 2012–13 wet season. Inspections targeted specific mines based on risk, with 20 coal mines inspected. Following the inspections, mines were provided with feedback and recommendations for actions to be undertaken prior to the onset of the wet season.

The Coal Seam Gas (CSG) and Liquefied Natural Gas (LNG) sectors are identified in the Annual Compliance Plan as requiring a specific, strategic compliance program. The compliance program for CSG/LNG activities is detailed in the CSG/LNG Compliance Plan 2012–13.

EHP monitors and reports on the proactive compliance activities it undertakes as part of compliance plans, through mid-year and end-of year reports. The reports provide information on the number of incidents and complaints EHP responded to and the enforcement actions taken during the reporting period. These reports affirm EHP's commitment to transparency in the way its compliance activities are carried out.

Litigation

EHP seeks to ensure voluntary compliance with environmental legislation but where there is non-compliance, enforcement action is taken, which may include prosecution activity. In 2012–13, EHP's prosecution activities secured a range of penalties and more than \$1 million in fines and costs.

One of the major litigation cases for 2012–13 involved a chemical manufacturing and processing facility and the unauthorised discharge of water, which was contaminated with cyanide, into a stormwater drain. On 1 November 2012, the company that operates the facility pleaded guilty to charges of wilfully breaching the following conditions of its development approval (contrary to section 435 of the *Environmental Protection Act 1994*):

- Releasing total cyanide in excess of approval limits.
- Failure to test before the release of effluent.
- Failing to notify the department of breaches of a condition.

The company was fined \$432,000 for the offences and was ordered to pay approximately \$53,000 in legal and investigation costs. The court ordered the company to divert \$250,000 of the penalty to public benefit projects in the Gladstone area under the provisions of section 502 of the *Environmental Protection Act 1994*.

Whole-of-government initiatives

Bilateral Agreement Coordination

Projects that are likely to impact on matters of national environmental significance, as defined in the Commonwealth *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act), are referred to the Commonwealth Government by proponents for a determination on whether the project or activity is a 'controlled action' under the EPBC Act, and if so, how it would need to be assessed.

The Commonwealth Government has a bilateral agreement with the Queensland Government for the assessment of projects requiring approval under the EPBC Act and Queensland legislation.

EHP is the coordinating agency in Queensland for administration of the EPBC Act and during 2012–13, EHP received 110 EPBC Act referrals from the Commonwealth for advice on how Queensland would be assessing the proposed actions. These referrals included 20 projects that were controlled actions requiring approval under the EPBC Act and three projects to be assessed by EIS under the bilateral agreement.

Measuring our performance

The measures in the following table are recorded in the department's Service Delivery Statement 2012–13. They were used by EHP to gauge performance in some aspects of our business. They show 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 environmental authorities administered under the <i>Environmental Protection Act 1994</i> that are issued within statutory timeframes	1	100%	99.5%	99.7%
Percentage of <i>Sustainable Planning Act 2009</i> development applications assessed within legislative timeframes.	2	100%	99.0%	99.3%
<p>Variance reporting</p> <p>1. In the 2012–13 financial year, EHP processed approximately 1000 environmental authority applications (including surrenders and transfers) and all but three were completed within statutory timeframes.</p> <p>2. In the 2012–13 financial year, EHP processed approximately 1500 development applications and all but 10 were completed within statutory timeframes.</p>				

Outlook for 2013–14

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

- Improve community access to data (including compliance and enforcement information).
- Continued improvement of EHP's performance monitoring and the delivery of efficient services to industry and the community.
- Minimise the use of extensions of time for assessment of complex environmental authority applications to ensure environmental assessment is not unduly delayed.
- Review the financial assurance framework to identify the most cost effective form of financial security to provide the required environmental outcomes without posing an unacceptable risk to the state.
- Ongoing liaison with key industry groups such as Australian Petroleum Production and Exploration Association (APPEA), individual petroleum and gas companies, Agforce, Queensland Farmers Federation (QFF), the Gas Fields Commission, the Basin Sustainability Alliance as well as individual landholders as a mechanism for continuous improvement.
- Continued scoping of emerging industries such as shale gas to ensure the regulatory and policy framework is in place to appropriately manage any potential environmental impacts.
- Benchmark rehabilitation standards and ensure Queensland is adopting effective standards for rehabilitation.
- Enhance the compliance framework to ensure it is transparent, effective and targeted at the impacts which pose the greatest risk to the environment.
- Improve the ability to monitor industry performance, such as trialling the use of satellite imagery in compliance.
- Develop and implement improved online systems and EHP business processes to deliver savings to both government and industry.
- Develop model conditions for sewage treatment plants, dredging activities, landfills and quarries.
- Work to refine, streamline and improve EHP's engagement in environmental impact statements under both the *Environmental Protection Act 1994* and *State Development and Public Works Organisation Act 1971*.

GOVERNANCE

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.

EHP has implemented a Corporate Governance Framework including responsibilities, systems and accountability mechanisms, based on the six principles of public sector governance articulated in the Australian National Audit Office's publication *Better Practice Public Sector Governance* (2003). These principles are:

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

Governance groups

The department has several governance committees which provide advice to the Director-General and the Executive Management Group.

These governance groups and committees oversee all major activities and areas of decision making and ensure the department has a clear direction, operates efficiently and fulfils its legislative responsibilities. These groups are:

- Executive Management Group
- Finance Committee
- Audit and Risk Committee
- ICT Investment and Strategy Committee
- workingsafe workingwell Steering Committee.

Executive Management Group

The Executive Management Group (EMG) oversees departmental strategic direction and performance.

The Executive Management Group's role is to:

- Provide leadership and oversight of strategic and/or critical issues and challenges facing the department.
- Ensure the effective and efficient performance of the agency in achieving strategic goals and operational objectives.
- Provide decision-making leadership for the department.
- Provide oversight of the corporate governance framework and sub-committees.
- Oversee the development, implementation and monitoring of the department's strategic plan.
- Lead policy development and establish strategic priorities.
- Ensure departmental activities align with, and focus on, strategic objectives.
- Monitor the implementation, accountability and achievement of the objectives and initiatives of the department's service standards.
- Lead an evidence-based, continuous improvement approach to the department's integrated performance management framework.
- Role-model the values and behaviours expected of all employees.
- Ensure the effective management, administration and coordination and overall direction of the department.

The group plays a strong leadership role in identifying priorities, setting directions and driving policy initiatives. It also offers high level advice and support to the Director-General, who is the department's accountable officer.

Finance committee

The Finance Committee is chaired by the Deputy Director-General, Conservation and Sustainability Services and is a key element of the governance framework. The committee members, which is comprised of EMG members and the Chief Financial Officer, make decisions on a range of financial matters including fund allocations and regularly monitoring the department's financial position. A subset of the committee, including the Chair and the Chief Finance Officer, also meet as required to consider financial strategy options and major funding submissions and report back to the Finance Committee and EMG on key issues.

During the year the committee:

- Approved the Terms of Reference governing the role and membership of the committee.
- Oversaw significant financial and budgeting strategies, frameworks and processes.
- Made recommendations on a wide range of strategic financial policy and resourcing issues.
- Coordinated capital and operating budget allocations and conducted a mid-year reallocation to promote efficient and effective use of resources in line with priorities.
- Reviewed monthly financial reports and monitored performance against budget.
- Reinforced a strong financial management culture across the department.

The committee met eight times and the sub-committee met three times during the financial year.

Audit and Risk Committee

The Audit and Risk Committee was established in accordance with the *Financial and Performance Management Standard 2009* (s.35). The committee met four times and held one out-of-session briefing during the reporting period. The committee observed the terms of its charter having due regard to the *Audit Committee Guidelines: Improving Accountability and Performance* issued by Queensland Treasury (June 2012).

The Audit and Risk Committee is directly responsible to the Director-General. In discharging its responsibilities the committee has the authority to:

- Conduct or authorise investigations into matters within its scope of responsibility.
- Access information, records and personnel of EHP, for such purpose.
- Request the attendance of any employee, including executive staff, at committee meetings.
- Conduct meetings with EHP internal auditors and external auditors, as necessary.
- Seek advice from external parties, as necessary.

The committee acts as a forum for dialogue between the Director-General, senior management, Internal Audit and the Queensland Audit Office (QAO).

The functions and role of the committee do not diminish the statutory and regulatory 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.

As at 30 June 2013 EHP's Audit and Risk Committee comprised the following members:

Name	Role on committee
Andrew Chesterman (Chair)	Director-General, EHP
Andrew Garner (external member) □	Director-General Department of Science, Information Technology, Innovation & the Arts (formerly Partner, Advisory, Ernst & Young)
Tamara O'Shea	Deputy Director-General, Conservation and Sustainability Services, EHP
Tony Roberts	Deputy Director-General, Environmental Policy and Planning, EHP

Dean Ellwood	Deputy Director-General, Environmental Services and Regulation, EHP
Danielle Anderson	Deputy Director-General, Corporate Services, EHP
Ken Davis	Executive Director, Governance and Strategy, EHP

□ Andrew Garner commenced as Director-General, Department of Science, Information Technology, Innovation & the Arts on 15 April 2013. There were no Audit and Risk Committee meetings held between 4 March and 30 June 2013.

Committee members were provided with recommendations arising from QAO Reports to Parliament that relate to EHP. During 2012–13, 22 recommendations were actioned and closed; eight recommendations remained open as at 30 June 2013.

Remuneration

Ernst & Young is entitled to be paid \$200 per hour (GST exclusive) per meeting for the services of the external member to prepare for, and attend, up to five meetings per annum. This is subject to a maximum of \$3000 (GST exclusive) per calendar year. The external member attended three of the four meetings.

ICT Investment and Strategy Committee

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

Committee members

Chair	Danielle Anderson, Deputy Director-General, Corporate Services
Members	Glen Brown, Executive Director, Environmental Performance and Coordination Leslie Shirreffs, Executive Director, Ecosystem Outcomes Peter Hutchison, Executive Director, Heritage and Environment Tony Grant, Chief Information Officer.

workingsafe workingwell Steering Committee

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

Other governance roles

Internal audit

The formation of the Queensland Government Internal Audit Service (QGIAS) was approved on 12 June 2012 as a result of restructures to government departments (Administrative Arrangements Order No. 3 2012). QGIAS is a business unit within EHP and provides internal audit services to four other Queensland Government agencies as part of a co-sourced corporate services arrangement.

The role, operating environment and operating parameters of QGIAS are established in the Internal Audit Charter that has due regard to the professional standards and the *Audit Committee Guidelines: Improving Accountability and Performance* issued by Queensland Treasury (June 2012).

Purpose

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

QGIAS reports to the Audit and Risk Committee quarterly.

The internal audit function is independent of management and the external auditors.

In 2012–13 QGIAS:

- Discharged the responsibilities established in the Internal Audit Charter by executing the program of work prepared as a result of risk assessments, materiality and contractual and statutory obligations.
- Provided reports on results of internal audits undertaken to the Audit and Risk Committee and the Director-General.
- Monitored and reported on status of implementation of internal audit and external audit recommendations to the Audit and Risk Committee. Management is responsible for implementation of audit recommendations.
- Liaised with Queensland Audit Office to ensure there was no duplication of 'audit effort'.
- Supported management by providing advice on corporate governance and related issues including fraud and corruption prevention programs and risk management.
- Allocated internal 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 secretariat support to the Audit and Risk Committee.

Internal audit activities also included: financial, compliance and operational reviews; information system and data integrity reviews; special review assignments as requested by management. These activities are undertaken having regard to the *International Standards for the Professional Practice of Internal Auditing and the Queensland Treasury's Audit Committee Guidelines*.

QGIAS major achievements

- Completed 2012 bridging program of internal audits.
- Finalised 2013 Internal Plan—program of work.
- Completed Fraud Management Practices Review.
- Conducted Fraud Risk Assessment Workshops.
- Performed Computer Assisted Audit Techniques.

- Provided project assurance over machinery-of-government Finance Systems Project.
- Provided project assurance over machinery-of-government Human Resources Payroll Systems Project.

Internal audit staff members belong to professional bodies including the Institute of Internal Auditors, CPA Australia and the Information Systems Audit and Control Association. EHP continues to support the ongoing professional development of internal audit employees. Internal audit considers there are controls in place to minimise the opportunity of fraud or mismanagement in those areas of the department that were subject to internal audit in terms of the program of internal audits as approved by the Director-General.

Risk management

EHP recognises risk management as a key component of effective corporate governance and essential to achieving its objectives.

The Director-General and Executive Management Group have overall responsibility for the establishment and maintenance of an effective risk management policy and processes and for identifying, managing and monitoring the department's strategic risks. Managers and employees are responsible for identifying, assessing and monitoring risks related to operational objectives and strategies.

The Audit and Risk Committee oversees the department's risk management framework and processes, in accordance with section 28 of the *Financial and Performance Management Standard 2009*.

EHP's risk management framework includes appropriate governance arrangements, policy and procedures and risk reporting and analysis. As part of implementing the framework the department developed a risk management policy and procedure and associated training and communication material.

In 2012–13, EHP identified a number of strategic risks. These were managed by members of the Executive Management Group to ensure they did not affect the successful delivery of relevant objectives. The statuses of the department's strategic risks are reviewed quarterly.

EHP's divisions are responsible for identifying and managing risks at the operational level.

Integrated risk management was also introduced into the Essential Skills for Managers Program which is designed for managers AO5–AO8 (and equivalent).

Business and Corporate Partnership Board

The Business and Corporate Partnership 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

During the reporting period, EHP continued to operate, maintain and develop a range of information systems to support services, initiatives and corporate operations. These included:

- Greentape Reduction ICT Initiative for the amended *Environmental Protection Act 1994*. The provisioned information systems supported the introduction of integrated and streamlined approval processes for environmentally relevant activities (ERAs).
- Redevelopment of *WetlandInfo*, which delivered a more user-friendly website with an improved structure. The *WetlandSummary* tool was enhanced to include groundwater dependent ecosystem mapping, new search areas, a moveable map and direct links to *WetlandMaps*.

- Implementation of an updated Property (lot on plan) Search online facility. This allows members of the public to order a Contaminated Land Search, Certificate of Affect (Queensland Heritage Register), and/or Development Approvals Search (Coastal).
- Maintenance of corporate systems for the management of correspondence, finances and human resources and the provision of information to the public through the department's website.

Recordkeeping

EHP 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 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. A program of electronic document and records implementation and training is ongoing through the department and includes the development of new e-learning training packages to deliver ongoing training across the state.

Public Sector Ethics

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 of employees in terms of behaviour and performance. The Code, and information on how to report alleged wrongdoing by employees, were also made available to the public on the department's internet.

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

- Strategic plan
- Operational plan
- Strategic workforce 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	257
1 January to 30 June 2013	315
Total number of staff trained 2012–13 <i>(includes new starters and staff who undertook training as part of rollout)</i>	572

External scrutiny

The Queensland Audit Office (QAO) in its Report to Parliament 5: 2012–13 Results of audit: State public sector entities for 2011–12 (November 2012) identified that all Queensland public sector entities should review procurement practices for contract rollovers to ensure there is appropriate contract succession planning and that

value for money is being maintained. As a result, a new contract procurement procedure was approved for EHP.

In its final management letter to EHP (26 November 2012) QAO recommended the *'Department progress development and implementation of its own systems and frameworks such as risk management.'* EHP's risk management framework includes governance arrangements, policy and procedures and risk reporting and analysis. The framework is comprised of: external risk management guidelines, related departmental policies and procedures, training and communication.

In March 2013, the Queensland Ombudsman released *The Asbestos Report: An investigation into the regulation of asbestos in Queensland.* The report outlines the findings of an investigation into the asbestos regulation approaches used by Queensland Government agencies and local councils. It made recommendations that affect a number of departments, including EHP. The department will progressively implement relevant recommendations.

The Underground Coal Gasification Report: An investigation into the approval and oversight of the Kingaroy underground coal gasification project was released by the Queensland Ombudsman in September 2012. The report presents the findings of an investigation into the approval and monitoring of environmental and other aspects of the project up to 30 June 2010. The report examines the administrative actions of the relevant Queensland Government departments in approving the Kingaroy project, issuing the relevant environmental authority and monitoring the project. These functions are now the responsibility of EHP and the Department of Natural Resources and Mines.

Other QAO reports issued in 2012–13, which did not specifically target EHP, were forwarded to the department for review and implementation of any beneficial recommendations.

Queensland Floods Commission of Inquiry

The Queensland Floods Commission of Inquiry was established to examine the events leading to the 2010–11 floods, all aspects of the response and the subsequent aftermath, and to make recommendations to improve responses in the future. The 177 recommendations contained in the Final Report were delegated for delivery by the Queensland Government to one of five implementation groups, each chaired by a Director-General.

The Director-General of EHP chaired the Environment and Mines Implementation Group (EMIG), which is responsible for the delivery of all recommendations from Chapter 13 of the Commission's report. The EMIG also includes representatives from the Department of Natural Resources and Mines, Department of State Development, Infrastructure and Planning and Department of Science, Information Technology, Innovation and the Arts.

During 2012–13, 17 of the 19 recommendations in Chapter 13 were completed, including all recommendations assigned to EHP. Recommendations delivered by EHP included:

- Amendment of legislation, regulatory tools and guidance materials for development applications for environmentally relevant activities to allow for potential flood risk.
- Delivery of a targeted program of pre-wet season mine inspections to ensure adequate preparation was made for the 2012–13 wet season.
- Completion of an assessment of the impacts of mine water releases on the environment.

The two remaining Chapter 13 recommendations, pertaining to the management of abandoned mines, are expected to be finalised by the end of 2013.

In delivering these responsibilities, EMIG coordinated the design of a range of responses and tools to ensure better preparation for extreme weather events, and support the resource industry to recover from these events when they occur. This has included:

- The implementation of new standardised risk assessment and pre-wet season mine inspections, which enabled an increased preparedness for the 2012–13 wet season.
- Providing assistance to mine operators applying for amended authorities, and incorporating model conditions for discharges into environmental authorities to facilitate water releases whilst ensuring the protection of the environment.
- Making amendments to the *Environmental Protection Act 1994* to allow for temporary emissions licences to be issued authorising the discharge of water in response to emergency events, such as those associated with ex-Tropical Cyclone Oswald in January 2013.
- Undertaking reviews of, and designing improvements to, the management of abandoned mines in Queensland.
- Improving data capture and monitoring systems across Queensland Government, through the design of a new point source database—the Wastewater Tracking and Electronic Reporting System (WaTERS) to monitor mine discharges.

- Monitoring to ensure mine water releases do not cause adverse impacts upon freshwater or marine water quality, flora or fauna.

EHP is also responsible for delivering the environmental recommendations in Chapter 7 of the Commission's report, which was overseen by the Planning Implementation Group. Four of the five recommendations have been completed, with the remaining recommendation to be finalised by the end of 2013.

Public Sector Renewal Program

In 2012–13, EHP embarked on a transformational journey of public sector renewal. The renewal program is overseen by the EHP Renewal Committee, which includes the Minister and Director-General, and is managed by a program office attached to the Office of the Director-General.

In July 2012, an Agency Impact Statement, defining the path and overarching strategy for the department's renewal program over the next three years, was developed and shared with all employees.

In September 2012, a new five-year Strategic Plan (2012–16), incorporating an ambitious vision—to become the environment and heritage agency against which other Australian states benchmark themselves—was developed and published on the department's website. This plan was reviewed and updated in June 2013.

To help achieve its vision, EHP has established a new business culture which places the customer at the centre of everything it does. For instance, EHP's ongoing role to protect the state's unique environment, is being achieved while enabling industry to get on with business.

In December 2012, EHP released its first Operational Plan (2012–13). This plan operationalises the Strategic Plan, and identifies annual priorities, milestones and performance targets and accountabilities for the delivery of services. The Operational Plan is reviewed and updated annually.

In February 2013, EHP released its first Regulatory Strategy, setting out a roadmap for fundamental changes in how the department will carry out its role as Queensland's environment and heritage regulator. In addition to the new Regulatory Strategy, the department has also delivered significant regulatory reform for the resources industry. This regulatory reform has delivered a simplified regulatory framework, streamlined administrative processes, increased flexibility and reduced prescriptive requirements, without diluting environmental protection or lowering environmental standards.

In March 2013, the Greentape Reduction project took effect. By reducing and streamlining greentape, EHP has been able to simplify a host of environmental licensing laws, helping up to 12,000 small businesses to save time and money. It has also slashed environmental licences by 70 per cent, from 13,000 to 4000.

In tandem with its regulatory reforms, EHP has also made its own performance more transparent to business and industry. The department has published regular reports on its website to explain its assessment timeframes. It has also put in place new work processes to assist employees to reduce the time it takes to assess different environmental activities.

As part of its commitment to the Queensland Government's priorities and fiscal repair task, EHP also reorganised and refocused, which saw around 200 staff accept a voluntary redundancy. This has also resulted in a new, flatter, and more logical organisational structure.

Between April and June 2013, EHP undertook a thorough review of activities and services, rigorously testing every activity against the Queensland Government's objectives and priorities; as well as examining the fundamental purpose of the agency through exploring deep-seated and innovative approaches to delivering services and engaging with customers.

The Public Sector Renewal Board provided guidance to EHP on its strategic direction and confirmed the renewal priorities to be addressed in 2013–14, including:

- Further regulatory reform to provide a more sophisticated and targeted approach for managing environmental risk.
- Partnerships and collaboration with other agencies and sectors to deliver environmental and heritage outcomes.
- Use of economic instruments and catchment-level approaches to achieve environmental outcomes.
- Investing in technology to deliver real benefits for customers and the agency alike.

OUR PEOPLE

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.

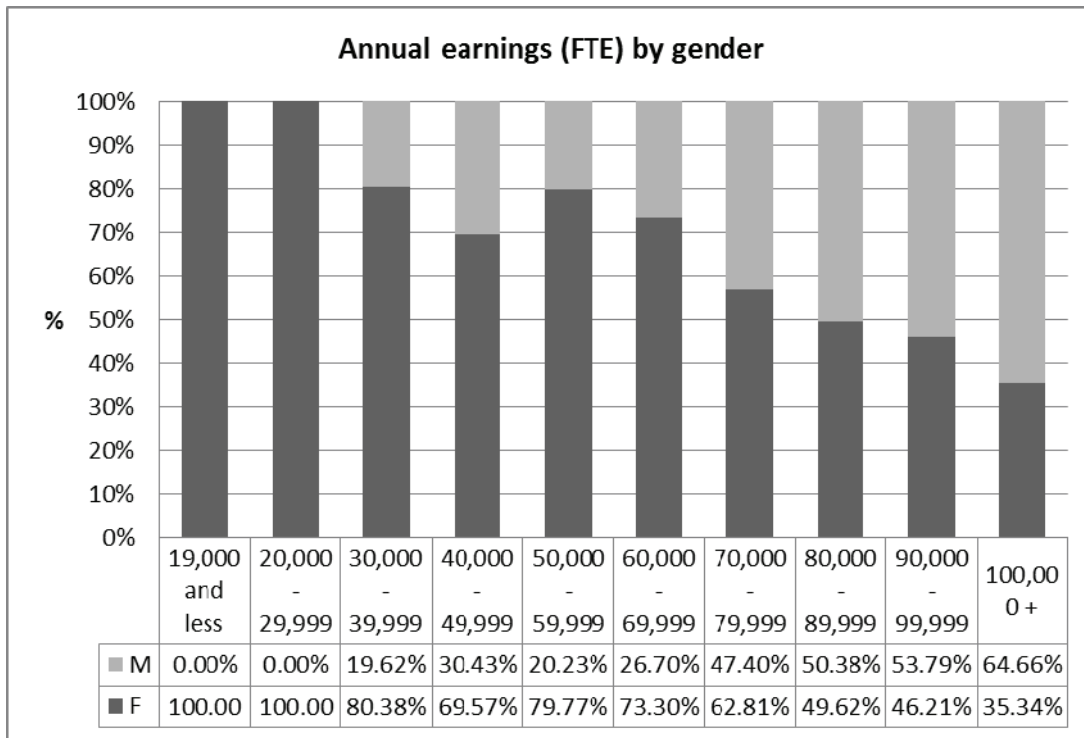
Workforce profile

As at 28 June 2013 the department employed 1038.22 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
Administration	410.77	220.6	631.37
Operational	24.2	33.4	57.6
Professional	156.88	143.56	300.44
Technical	2	2.81	4.81
SES	4	13	17
SO	8	18	26
S122	0	0	0
CEO	0	1	1
Total	605.85	432.37	1038.22

Staff numbers by employment type						
Employment type	FTE		FTE %		Total FTE	Total FTE %
	Female	Male	Female	Male		
Permanent	516.82	378.56	49.78	36.46	895.38	86.24
Temporary	84.28	39.61	8.11	3.82	123.89	11.93
Contract	4	14	0.39	1.35	18	1.74
Casual	0.75	0.2	0.07	0.02	0.95	0.09
Total	605.85	432.37	58.35	41.65	1038.22	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 24.17 per cent.

Workforce planning

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. During the reporting period, the department's Workforce Strategic Plan was developed and will become effective from 1 July 2013. Divisional Workforce Strategic Plans were also developed and will be effective for the period 2013–15.

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:

- Thirteen graduates successfully completed EHP's graduate program in 2012. (The department did not hold a graduate program in 2013).
- One Indigenous cadet continued her scholarship with the department.
- Three of the department's whole-of-government Aboriginal and Torres Strait Islander Education to Employment program scholarship holders successfully completed Year 12. A further three students remain on the scholarship.

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&DP is 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.
- Personal and Organisational Development workshops delivered quarterly, focusing on interpersonal skills, communication skills and resilience and change.

Reward and Recognition

The department's Reward and Recognition Framework acknowledges these successes and achievements, and congratulates those employees who have achieved milestone employment anniversaries.

Workplace initiatives implemented under the Reward and Recognition Framework include:

- EHP Excellence Awards
- Australia Day Achievement Awards
- Customer Focus and Service Awards
- Public Service Medal
- Premier's Awards for Excellence in Public Service Delivery
- Certificate of Service.

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 does not deliver services or make strategic policy or planning decisions which require it to consider the needs of carers. However, 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 development framework

The department continued to invest in building current and future leaders and managers by providing a suite of targeted capability development opportunities.

Fourteen senior employees completed a three-month Leading Change Development Program offered to managers who led significant change initiatives across the department.

The Emerging Leaders Program commenced in May 2013 with 18 participating in the program. This 10-month experiential program is designed for senior managers who have been identified as potential future leaders.

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

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. Forty 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 EHP 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 the 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). In addition, local consultative committees have been established in particular locations where requested by employees.

The department has a dedicated Workforce Relations and Safety unit within its Corporate Services area, which has responsibility for overall management of industrial relations within the department, in consultation 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, 206 employees received redundancy packages at a cost of \$12,136,889.81. 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, one employee received a retrenchment package at a cost of \$49,657.16.

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

To confirm that the services or products that you require are available from your local business centre, please telephone 13 QGOV (13 7468).

Business centre	Street address
Brisbane CBD	Level 3, 400 George Street Brisbane QLD 4000
Caboolture	Level 4, 33 King Street Caboolture QLD 4510
Cairns	Level 4, Building 2 William McCormack Place 5B Sheridan Street Cairns QLD 4870
Emerald	99 Hospital Road Emerald QLD 4720
Gladstone	Corner Roseberry Street and Oaka Lane Gladstone QLD 4680
Gold Coast (Robina)	Level 1 AVC Building 14 Edgewater Crt (off Robina Town Centre Drv) Robina QLD 4226
Ipswich	Level 1 Tower Central 114 Brisbane Street Ipswich QLD 4305
Mackay	22-30 Wood Street Mackay QLD 4740
Mt Isa	119 Camooweal Street Mt Isa QLD 4825
Rockhampton	61 Yeppoon Road Parkhurst Rockhampton QLD 4702
Toowoomba	173 Hume Street, Toowoomba QLD 4350
Townsville	Cape Pallarenda Road Townsville QLD 4810

Further details are available on the department's website www.ehp.qld.gov.au

You can write to the department at:

GPO Box 2454, Brisbane Q 4001

You can email the department at:

info@ehp.qld.gov.au

Search for /**QldEHP** on



APPENDIX 1

Legislation

Administered by the Department of Environment and Heritage Protection as at 30 June 2013

Alcan Queensland Pty. Limited Agreement Act 1965 (Sch—to the extent that it is relevant to environmental matters)

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

Central Queensland Coal Associates Agreement Act 1968 (Sch 1 pt III—to the extent that it is relevant to environmental matters)

Central Queensland Coal Associates Agreement (Amendment) Act 1986 (to the extent that it is relevant to environmental matters)

Central Queensland Coal Associates Agreement Amendment Act 1989 (to the extent that it is relevant to environmental matters)

Central Queensland Coal Associates Agreement and Queensland Coal Trust Act 1984 (to the extent that it is relevant to environmental matters)

Century Zinc Project Act 1997 (s 9)

Coastal Protection and Management Act 1995

Commonwealth Aluminium Corporation Pty. Limited Agreement Act 1957 (to the extent that it is relevant to environmental matters)

Currumbin Bird Sanctuary Act 1976

Environmental Protection Act 1994

Gurumundi Secure Landfill Agreement Act 1992

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

Mineral Resources Act 1989 (to the extent that it is relevant to environmental matters)

Mount Isa Mines Limited Agreement Act 1985 (to the extent that it is relevant to environmental matters)

National Environment Protection Council (Queensland) Act 1994

National Trust of Queensland Act 1963

Nature Conservation Act 1992 (except to the extent that it is relevant to demonstrated and exhibited native animals and to the extent that it is relevant to the management of the protected area estate and forest reserves, not including nature refuges)

(jointly administered by the Minister for National Parks, Recreation, Sport and Racing and Minister for Agriculture, Fisheries and Forestry)

Newstead House Trust Act 1939

Queensland Heritage Act 1992

Queensland Nickel Agreement Act 1970 (to the extent that it is relevant to environmental matters)

Queensland Nickel Agreement Act 1988 (to the extent that it is relevant to environmental matters)

Thiess Peabody Coal Pty. Ltd. Agreement Act 1962 (to the extent that it is relevant to environmental matters)

Thiess Peabody Mitsui Coal Pty. Ltd. Agreements Act 1965 (to the extent that it is relevant to environmental matters)

Waste Reduction and Recycling Act 2011

Water Act 2000 (Chapter 3)

Wet Tropics World Heritage Protection and Management Act 1993

Wild Rivers Act 2005.

Legislation repealed 2012–13

Brisbane Forest Park Act 1977.

Legislation passed 2012–13

Environmental Protection (Greentape Reduction) and Other Legislation Amendment Act 2012

Waste Reduction and Recycling and Other Legislation Amendment Act 2013

Nature Conservation and Other Legislation Amendment Act 2013.

APPENDIX 2

Related entities (statutory bodies and other entities)

Class and name	Entity	Constituting Act	Control of funds	Annual reporting arrangements
Trusts				
Board of Trustees of Newstead House	Statutory Body	<i>Newstead House Trust Act 1939</i>	Controls own funds	Included in this report
National Trust of Queensland	Statutory Body	<i>National Trust of Queensland Act 1963</i>	Controls own funds	Annual report to parliament
Administrative bodies				
Queensland Heritage Council	Statutory Authority	<i>Queensland Heritage Act 1992</i>	No funds controlled	Included in this report
Wet Tropics Management Authority	Statutory Authority	<i>Wet Tropics World Heritage Protection and Management Act 1993</i>	Balances incorporated in Agency financial statements	Annual report to parliament

Boards and committees

There are 13 boards and committees in the scope of the department. The remuneration paid to members of those boards and committees and details of the roles, responsibilities and remuneration of these bodies are outlined below and overleaf.

Name	Key roles and functions	Key responsibilities	Total remuneration (1 July 2012—30 June 2013)
Cape York Peninsula Regional Advisory Committee	Provides advice to the Minister for Environment and Heritage Protection.	Advise the Minister about matters relating to the declaration of: <ul style="list-style-type: none"> • areas of international conservation significance • Indigenous community use areas. Advise on other matters the Minister considers appropriate having regard to the objects of the <i>Cape York Peninsula Heritage Act 2007</i> .	\$5699
Cape York Peninsula Region Scientific and Cultural Advisory Committee	Provides advice to the Minister for Environment and Heritage Protection.	Advise the Minister about matters relating to the natural and cultural values of land proposed to be: <ul style="list-style-type: none"> • an area of international conservation significance • an Indigenous community use area. Advise on other matters the Minister considers appropriate having regard to the objects of the <i>Cape York Peninsula Heritage Act 2007</i> .	\$4040
Fraser Island World Heritage Area (WHA) Management Committee	Provides advice on the effectiveness of management of the Fraser Island WHA. The Management Committee has an overarching role and integrates the advice of the other committees.	Provide input into setting priorities for the management of the Fraser Island WHA.	No remuneration
Fraser Island World Heritage Area Community Advisory Committee	Provides advice on the management of the Fraser Island WHA from the viewpoint of the community.	Provide input into setting priorities for the management of the Fraser Island WHA.	\$1075
Fraser Island World Heritage Area Indigenous Advisory Committee	Provides advice on the management of the WHA and to protect the rights and interests of the wider Butchulla community.	Provide input into setting priorities for the management of the Fraser Island WHA.	\$1075
Fraser Island World Heritage Area Scientific Advisory Committee	Provides advice on the management of the Fraser Island WHA and on issues referred for expert consideration and scientific research.	Provide input into setting priorities for the management of the Fraser Island WHA.	\$860
Gondwana Rainforests of Australia World Heritage Community Advisory Committee	Provides advice as to the effectiveness of the management of the World Heritage Areas and feedback on the priorities	Provide input into setting priorities for the management of the WHA.	\$2052

	for management.		
Gondwana Rainforests of Australia World Heritage Technical and Scientific Advisory Committee	Provides advice as to the effectiveness of the management of the World Heritage Areas and feedback on the priorities for management.	Provide input into setting priorities for the management of the WHA.	\$2052
Indigenous Reference Groups (IRGs) (established under s.47A of the <i>Wild Rivers Act 2005</i>)	Provides advice to the Minister about matters relating to a wild river area or a proposal to declare a wild river area. Note: Due to the change in government priorities these groups will no longer be used for matters relating to wild river declarations. IRGs will be consulted on matters relating to the development of the Cape York Bioregion Management Plan.	Ensure that the views of traditional owners and other Indigenous people who speak for country are formally considered. Advise the Minister on economic development aspirations and other matters of importance to the community. Act as a 'messenger' and share information with the Indigenous Communities and communicate their views back through the IRG to Government.	No remuneration
Queensland Heritage Council	Provides strategic advice to the Minister about matters relating to Queensland's cultural heritage.	Provide strategic advice to the Minister about matters relating to Queensland's cultural heritage, including, for example, measures necessary to conserve Queensland's cultural heritage. Provide information to the community to encourage interest in, and understanding of, Queensland's cultural heritage. Advise entities about conserving Queensland's cultural heritage, including, for example, government entities and community organisations. Encourage the appropriate management of places of cultural heritage significance. To perform other functions given to the council under the <i>Queensland Heritage Act 1992</i> .	\$15,927
Riversleigh World Heritage Area Community and Scientific Advisory Committee	Provides advice to the Australian Fossil Mammal Sites Ministerial Council, the Australian Fossil Mammal Sites Steering Committee, and the Commonwealth and Queensland Governments, on matters relating to the protection, conservation, presentation and management of the Riversleigh component of the Australian Fossil Mammal Sites (Riversleigh) World Heritage Area from the view point of the community and scientists.	Facilitate, and participate in, implementation of the Riversleigh Management Strategy, including providing advice on matters concerning funding requirements, sources and priorities and the development of management plans.	\$860
Wet Tropics Community Consultative Committee (established under s. 40(3) of the <i>Wet Tropics</i>	Advises the Wet Tropics Management Authority Board on community views of the Authority's policies	Provide advice to the Authority Board, identify and report on issues of community interest, and assist with community engagement	No remuneration

<i>World Heritage Protection and Management Act 1993)</i>	and programs in relation to the Wet Tropics area.	activities.	
Wet Tropics Scientific Advisory Committee (established under s. 40(2) of the <i>Wet Tropics World Heritage Area Protection and Management Act 1993)</i>	Advises the Wet Tropics Management Authority on scientific research and developments that will contribute to the protection and conservation of the Wet Tropics area.	Consider and provide scientific advice to the Authority Board to help ensure high standards of management and that the Authority is aware of important scientific developments relating to management of the area.	No remuneration

APPENDIX 3

Queensland Heritage Council

Background

The object of the *Queensland Heritage Act 1992* (the Act) is to provide for the conservation of the state's cultural heritage for the benefit of the community and future generations. The Act also establishes the Queensland Heritage Council (QHC), which is comprised of 12 members (six continuing and six new members).

The Heritage Council has as its principal functions:

- Provision of strategic advice to the Minister for Environment and Heritage Protection about matters relating to Queensland's cultural heritage.
- Provision of information to the community to encourage interest in, and understanding of, Queensland's cultural heritage.
- Advice to government entities and community organisations about conserving Queensland's cultural heritage.
- Encouragement of the appropriate management of places of cultural heritage significance.
- Other functions delegated to the Heritage Council by the Minister.

A key role of the Queensland Heritage Council is to decide applications in relation to the Queensland Heritage Register and, in doing so, strive to achieve the best outcomes for the state as a whole. Close collaboration with local government and local communities is a particular priority in this endeavour.

In performing its functions, the Queensland Heritage Council must act independently, impartially and in the public interest.

Operational setting

During the reporting period, the Queensland Heritage Council witnessed the benefits of environment and heritage protection having a portfolio in its own right and welcomed opportunities for collaboration with our Minister, Andrew Powell, in pursuing the agenda to conserve Queensland's historic places. Meeting in February 2013, the Heritage Council was pleased to welcome Minister Powell as its guest and to discuss attracting a greater level of private and philanthropic investment in heritage conservation. A key focus of the Heritage Council is to work with local government and visits were undertaken to Maryborough (Fraser Coast Regional Council) and Ipswich (Ipswich City Council).

The Department of Environment and Heritage Protection supports and funds the operations of the Heritage Council. The department's Heritage Branch provides professional, administrative and technical assistance for meetings, communications, projects, applications related to the Queensland Heritage Register and applications for development proposed by the Queensland Government on State-registered places.

Strategic direction and progress in achieving statutory obligations

The Queensland Heritage Council is guided by the *Queensland Heritage Strategy: a ten-year plan*, a strategic framework for managing the state's heritage. The strategy sets out the following priorities to help achieve a sustainable future for the state's heritage:

- Improving the way Queenslanders understand and value their heritage.
- Embedding heritage in mainstream policy and planning.
- Strengthening Queensland's investment in managing and conserving its heritage.
- Leading and partnering with government, community and industry to conserve Queensland's heritage.
- Building the capacity of government, community and industry to conserve Queensland's heritage.

The strategy explains the importance of Queensland's heritage, outlines how heritage is managed and identifies issues of concern. The Minister has requested the Queensland Heritage Council assist with the mid-term review of the strategy and this process has begun.

During 2012–13 the Queensland Heritage Council:

- Made decisions on 100 per cent of applications to the Queensland Heritage Register within the statutory timeframes.
- Entered 19 State heritage places in the Heritage Register, decided not to enter three places that were nominated for entry in the register and decided to keep one State heritage place in the register.
- Supported by place owners, consented to changes in seven existing State heritage place entries.
- Provided three recommendations to the responsible Ministers in respect of the development of heritage places proposed by the Queensland Government.
- Provided advice to the Department of Environment and Heritage Protection regarding development of state planning instruments, complex development applications and the statewide survey of heritage places.
- Contributed to the department's development of a suite of heritage guidelines and review of technical notes that define best practice for heritage places in Queensland.
- Published on its website two fact sheets to assist owners of State heritage-listed places insure their properties, and to inform insurers about what entry of a place in the Heritage Register means.
- Supported Brisbane Open House 2012.
- Participated in the National Trust of Queensland Heritage Awards.
- Published one issue of *Time & Place*, the official newsletter of the Queensland Heritage Council.

The number of places in the Queensland Heritage Register at 30 June 2013 totalled 1681.

A highlight of 2012–13 was the entry into the Heritage Register of an impressively diverse range of places from around the state, revealing the great dedication of so many private individuals and local governments to conserving our heritage. There were five places in the South Burnett entered in 2012, including two of the state's largest and most important dairy factories and an Art Deco-inspired civic centre in Murgon. These places help tell the story of one of Queensland's most important industries in one of its key historical regions.

Myall Park Botanic Garden—thought to be Queensland's oldest garden devoted to Australian plants and the home of that ubiquitous choice for suburban gardens around the country, the *Grevillia* hybrid 'Robyn Gordon'—was entered in the Heritage Register. Located in the Western Downs region, the garden was established in 1941 by well-known Australian native plant enthusiast David Gordon AM.

The Heritage Register was further augmented with entry of the state's three border corners in south-west Queensland. Named in honour of surveyors John Cameron and Augustus Poeppel and nearby Haddon pastoral station, the concrete posts that mark these corners delineate the physical extent of Queensland and remind us of the determination of the people who surveyed their locations 130 years ago.

Commemoration of the 20th anniversary of the Act and the establishment of the Heritage Council was brought to a close in the second half of 2012 with two quite different kinds of events: 'Celebrating our heritage', a seminar at the State heritage-listed Commissariat Store in William Street, Brisbane hosted with the Royal Historical Society of Queensland on 25 August; and a panel discussion held on 24 October as part of the State Library of Queensland *Out of the Port* series. The discussion, titled 'Does heritage have a future?' included contributions by four notable panel members: national broadcaster, Richard Fidler; author and social commentator, Benjamin Law; journalist, Kathleen Noonan; and author, feminist and educator, Dr Dale Spender AM. The discussion was facilitated by Dr Kate Evans in front of a large audience, from which many thought-provoking questions were fielded.

Members of the Heritage Council attended the National Trust of Queensland 50th Anniversary Gala Dinner on 24 April 2013 at the State heritage-listed Brisbane City Hall, painstakingly restored and refurbished by the Brisbane City Council.

Meetings

The Queensland Heritage Council met eight times in Brisbane on: 13 July 2012; 10 August 2012; 28 September 2012; 9 November 2012; 7 December 2012; 8 February 2013; 21 March 2013 and 21 June 2013. The Heritage Council also met in Ipswich on 3 May 2013.

Members of the Heritage Council conducted regional visits to Warwick on 1 August 2012 and Maryborough on 19 April 2013.

The Heritage Council Working Group exploring philanthropic funding met on 5 June 2013.

A facilitated workshop to begin the mid-term review of the Ten-year Queensland Heritage Strategy was held in

Brisbane at Old Government House on 7 June 2013.

The Chair attended a Heritage Chairs and Officials of Australia and New Zealand meeting in Canberra on 19–21 February 2013.

Heritage Council members are remunerated in accordance with the *Remuneration of Part-Time Chairs and Members of Government Boards, Committees and Statutory Authorities* as approved by the Governor in Council.

Membership

The Queensland Heritage Council comprises 12 members, including a Chair and Deputy Chair, appointed by the Governor in Council. Five members must be appointed to represent specific organisations, while the remaining seven members are appointed for their knowledge, expertise and interest in heritage conservation. Terms of appointment are up to three years and total continuous service by any individual on the Heritage Council must not exceed six years.

At 30 June 2013 membership of the Heritage Council comprised:

- Professor Peter Coaldrake AO, Chair
- John Cotter, Deputy Chair
- Glenda Sheaffe (National Trust of Queensland representative)
- Councillor George Seymour (Local Government Association of Queensland representative)
- Bill Marklew (Queensland Council of Unions representative)
- Stuart Lummis (property owners and managers representative)
- Anthony Ross (rural industries representative)
- Ivan McDonald
- Marcus Ford
- Barry Merrick
- Dr Judith McKay
- Leanne O'Brien.

Four members—Dr Judith McKay, Emily Jukes, Andrew Barnes and Leanne O'Brien—resigned on 27 July and 10 August 2012 respectively, as part of a reconstitution of the council's membership. Ms O'Brien and Dr McKay were duly reappointed.

At the end of 2012, Councillor Barbara Hovard chose not to seek reappointment as the representative of the Local Government Association of Queensland. Barry Merrick was appointed on 13 June 2013.

On behalf of the council, the Chair wishes to warmly acknowledge the contributions of those members who completed their service with the reconstitution of the council: Andrew Barnes, Councillor Barbara Hovard, Emily Jukes, Peter Marquis-Kyle and former representative of the Queensland Council of Unions, Dr Howard Guille.

Professor Peter Coaldrake AO

Chair

Queensland Heritage Council

APPENDIX 4

Board of Trustees of Newstead House

Constitution

The Board of Trustees of Newstead House is constituted under the *Newstead House Trust Act 1939*.

Objectives, functions and powers

The Board is required to govern, manage and control Newstead House, Brisbane.

Structure and organisation

The Board operates out of Newstead House, Breakfast Creek Road, PO Box 3121, Newstead, Queensland 4006.

Membership

At 30 June 2013 membership comprised Mr John Hocknull, Chair, representing the Queensland Government, Mr Richard Morgan representing the Royal Historical Society of Queensland and Councillor David McLachlan representing the Brisbane City Council.

Staff

At 30 June 2013, staff comprised Ms Megwyn McKavanagh, Secretary/Manager, Ms Camilla McRae, Conservation specialist and Ms Jennifer Garcia, Events and Marketing specialist. All positions are part time, three days per week.

Review of progress in achieving statutory obligations

The Board met formally on 28 August 2012, 19 September 2012, 28 February 2013 and 9 May 2013. Trustees receive no remuneration. Throughout 2012–13 the number of Board members required to make a quorum fluctuated. However there were meetings outside of formal Board meetings on 9 August 2012 to discuss the Equitable Access Project, 13 August 2012 to discuss the Education Reference Group and 5 April 2013 for a review of operations session.

Review of operations

The new Board was appointed on 3 December 2011 and immediately commenced implementing recommendations put forward in the Newstead House Strategic Planning Report. This report is currently under review and should be completed early July 2013.

The first strategic recommendation to be implemented by the Board was the establishment of the Newstead House Advisory Panel. Over the past 12 months the structure of the Panel has changed due to the changes in workload of the volunteers. As at 30 June 2013, the Panel consisted of the following members:

- Councillor David McLachlan and Richard Morgan – Board members
- Dr. Geoff Ginn – University of Queensland lecturer in History as representative of Prof Clive Moore – education and research possibilities
- Shane Rodgers – Brisbane Marketing
- Emily Juckes – Architect – (as at 30 June 2013 Emily is on maternity leave)
- Helen McMonagle – President - Royal Historical Society of Queensland
- Fiona Hackett – Human resources and recruitment
- Ruth Woods – Heritage Architect
- Rebecca Lennon – Moreton Bay College Junior Head
- Andrew Barnes – Heritage engineer.

The equitable access project was completed within budget and was officially opened by the Minister for Environment and Heritage Protection, Andrew Powell, on 12 March 2013. The launch was attended by a number of State and Federal Members of Parliament together with the Board of Trustees members, Brisbane City Council Councillors, former members of the Board, the Executive of the Friends of Newstead, Chapman Builders and other suppliers to the Trust. A framed print of Newstead House was presented to the representatives of Amalgamated Pest Control in recognition of the support they have provided to the Trust. Staff of the Department of Environment and Heritage Protection (EHP) and the Department of Housing and Public Works (DHPW) were also in attendance and their efforts were acknowledged in facilitating this significant project in the history of Newstead House.

A relationship has been established between the Trust and the Endeavour Foundation whereby their Grants Manager provides pro bono assistance in preparing grant applications to the various Community Grant Funds which operate in Queensland. The Board acknowledges its appreciation of the generous contributions received from organisations like Chubb and Amalgamated Pest Control which have kindly reduced or waived fees for services provided at the House. The Board relies heavily on the generosity of organisations like these to maintain the House.

Discussions regarding other uses to invigorate the other asset of the Trust, the Sub-Station No 3, have continued to be investigated over this year. The Board continues to investigate the most appropriate possibilities for uses of this building with the hope of generating sufficient income from this facility to enable and fund the extensive maintenance program that is required for the sustainability and protection of the House. Various reviews were carried out on the Sub Station's suitability as an office space for Trust staff and the shortcomings found have been resolved.

Newstead House continues to be involved in a wide range of social functions for both private and corporate clients. In 2012–13, the House has been the venue for numerous wedding ceremonies and school education programs. The House has also proven to be a versatile venue for events, with fashion photography shoots, historical photo workshops, baptisms, and a long list of birthday parties and other celebrations being hosted at the house this year. A highlight of the year was celebration of the 71st anniversary of the Battle of the Coral Sea with well over 300 guests attending the House.

Review of financial goals

The Newstead Board would like to acknowledge its appreciation of the ongoing financial and in-kind support provided by the Department of Environment and Heritage Protection.

Proposed forward operations

Various policy and procedural aspects of the operation of Newstead House have been reviewed or established, such as a Collections Policy and Procedure, Interpretation Plan and Maintenance Plan to enable the smooth operation of the House into the future.

With the assistance of the State Government the Board has been able to establish a comprehensive Educational Program for Newstead House. A detailed project plan has been all but finalised and should be ready to implement in August 2013. This program will assist in introducing the House to a new generation of primary school aged children.

The Board acknowledges the Friends of Newstead Inc. as they continue to assist the Board in the public presentation of Newstead House, as an important part of the state's history. The efforts of this small band of committed volunteers who enable the House to remain open to the public are gratefully recognised.

The new staffing model was implemented in November 2012, with additional support from the Friends of Newstead Inc, enabling the House to be attended six days a week thereby meeting the expectations of both Queensland residents and international and interstate visitors. Saturday opening is currently reserved for private functions such as weddings. An active program of recruiting volunteers to assist the Trust has begun with the implementation of a formal induction course for volunteers and a formal volunteer agreement will be implemented very soon. These volunteers will supplement and enhance the volunteer activities at the House outside of that provided by the Friends of Newstead Inc.

The Board will continue to seek external funding avenues to establish an ongoing maintenance program for the House. Securing a funding stream will help address some of the key maintenance issues at the House which include the external painting of the House, resolution of the ongoing white ant problem and gutter and down pipe replacement. Major considerations currently being investigated are the conservation of the stone walls in the lower section of the House which are losing their integrity due to water inundation and the long-term goal of returning the slate tile roof.

Having verified the provenance of the semi-grand piano held in the House the Chair, on a visit to the United Kingdom, contacted the manufacturers of this Broadwood piano and acquired the special tuning key required for this type of piano frame. This will enable a technician to tune the piano.

John C Hocknull

Chair

Newstead House Board of Trustees

GLOSSARY

Term	Definition
biodiversity	Life in all its forms—different plants, animals and micro-organisms; the genes they contain and the ecosystems they form.
bioregion management plan	A plan that focuses on the protection and management of natural areas.
catchment	An area of land on which runoff from rainfall is collected and transferred to a waterway.
customers	Individuals, groups or organisations with specific interest in and/or influence on the work of the department.
ecosystem	A community of organisms interacting with one another and their environment.
eligibility criteria	Eligibility criteria are restrictions applied to an environmentally relevant activity to ensure the environmental risks associated with its operation can be managed by the standard conditions. (Standard conditions are a set of operating conditions which must be complied with when undertaking the activity).
greentape reduction	A significant regulatory simplification project aimed to reform the environmental approvals processes for regulated businesses through amendments to the <i>Environmental Protection Act 1994</i> (EP Act) and the Environmental Protection Regulation 2008.
heritage	Places of cultural and natural significance that we want to keep, respect and pass on to future generations. Heritage places include buildings, structures, cemeteries, archaeological sites, gardens, urban precincts and natural and landscape features.
machinery-of-government change	An administrative change that affects the overall structure and functions of government agencies.
nature refuge	An area of land voluntarily dedicated and protected for conservation purposes while allowing compatible and sustainable land uses to continue.
S122	A fixed term contract of employment between the Director-General and an individual, appointed as an officer under the Public Service Act.
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.
sustainable development	Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
World Heritage Area	World Heritage Areas are examples of the world's most outstanding natural or cultural heritage that it is agreed should be protected for all

	humanity. They are identified and listed under an international treaty administered by the United Nations Educational, Scientific and Cultural Organisation (UNESCO).
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Acronyms

Acronym	Explanation
BMP	best management practice
CEO	Chief Executive Officer
CMD	coastal management district
CSG	coal seam gas
EA	environmental authority
EHP	Department of Environment and Heritage Protection
EIS	environmental impact statement
EMG	executive management group
ERMP	environmental risk management plan
FMAF	Financial Management Assurance Framework
FTE	full time equivalent
LNG	liquefied natural gas
MoG	Machinery-of-Government
QAO	Queensland Audit Office
QRA	Queensland Reconstruction Authority
SEQ	South East Queensland
SES	Senior Executive Service officers
SO	Senior Officer
SPP	state planning policy
SPRP	state planning regulatory provision
TEP	transitional environmental programs
WHA	World Heritage Area
WHS	workplace health and safety

FINANCIAL STATEMENTS

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