

# Procedural guide

*Environmental Protection Act 1994*

## Odour investigation

*This document provides guidance on procedures to be followed for the investigation of odours under the Environmental Protection Act 1994 (the Act).*

### Table of contents

|          |                                                        |           |
|----------|--------------------------------------------------------|-----------|
| <b>1</b> | <b>Introduction .....</b>                              | <b>2</b>  |
| <b>2</b> | <b>Odour nuisance .....</b>                            | <b>2</b>  |
| <b>3</b> | <b>Investigation procedure .....</b>                   | <b>2</b>  |
| 3.1      | Stage 1: Complaint received .....                      | 2         |
| 3.2      | Stage 2: Obtain relevant information .....             | 4         |
| 3.3      | Information required before taking action .....        | 4         |
| 3.4      | Stage 3: Select the investigation strategy .....       | 5         |
| 3.5      | Stage 4: Conduct the investigation .....               | 5         |
| <b>4</b> | <b>New complaint (Procedure A) .....</b>               | <b>7</b>  |
| 4.1      | Visit complainant's premises .....                     | 7         |
| 4.2      | Identify and investigate the source .....              | 7         |
| 4.3      | Site inspection of alleged odour source .....          | 8         |
| 4.4      | Odour management .....                                 | 9         |
| <b>5</b> | <b>Ongoing complaints (Procedure B) .....</b>          | <b>9</b>  |
| 5.1      | Project team approach .....                            | 10        |
| 5.2      | Implement investigation strategy and action plan ..... | 11        |
| 5.3      | Stage 5: Follow up action .....                        | 11        |
| 5.4      | Administrative requirements .....                      | 11        |
| 5.5      | Updating the complainant .....                         | 11        |
| <b>6</b> | <b>Enforcement action to be taken .....</b>            | <b>12</b> |

## 1 Introduction

Odour is common cause for complaint by the community. Odour investigations have a number of complexities not usually encountered in environmental compliance and investigations. As the perception of odours varies across the population, there is a need to ensure that odour investigations are conducted in a consistent and objective way, minimising the potential for subjectivity. This procedural guide provides for a consistent approach to odour investigations.

## 2 Odour nuisance

The mere presence of an odour beyond the property boundary of an alleged source does not necessarily constitute an offence, and is therefore not adequate grounds for enforcement action. The odour must be shown to have resulted in, or potentially result in, an adverse effect on an environmental value. Environmental values typically affected by odour include public amenity and air quality conducive to suitability for life, health and wellbeing of persons.

Department of Environmental and Science (DES) outcome based conditions do not prohibit all smells but prohibit those that are noxious or offensive. “Noxious” odours are harmful or injurious to health or physical well-being, “offensive” odours cause offence or displeasure, are disagreeable to the sense, disgusting, nauseous or repulsive. “Noxious” and “offensive” odours are not smells that are trivial, negligible or minor nature.

## 3 Investigation procedure

A staged approach is taken to investigations of odour nuisance. The staged approach provides the ability to tailor the investigations relative the magnitude of the alleged odour nuisance. The basic overview of odour investigation process is explained in Figure 1.

### 3.1 Stage 1: Complaint received

Determine the appropriate administering authority to investigate the complaint.

Once a valid complaint has been received, the appropriate authority to undertake the investigation must be determined. The answers to the following questions can assist in making this determination:

- Is the alleged source a devolved, non-devolved or delegated activity? If it is a devolved source, the local government has the responsibility for investigating the complaint. If it is a delegated activity, the complaint is to be referred to the relevant state government department.
- If the alleged source is a non-devolved or non-delegated activity, DES is responsible for the investigation.

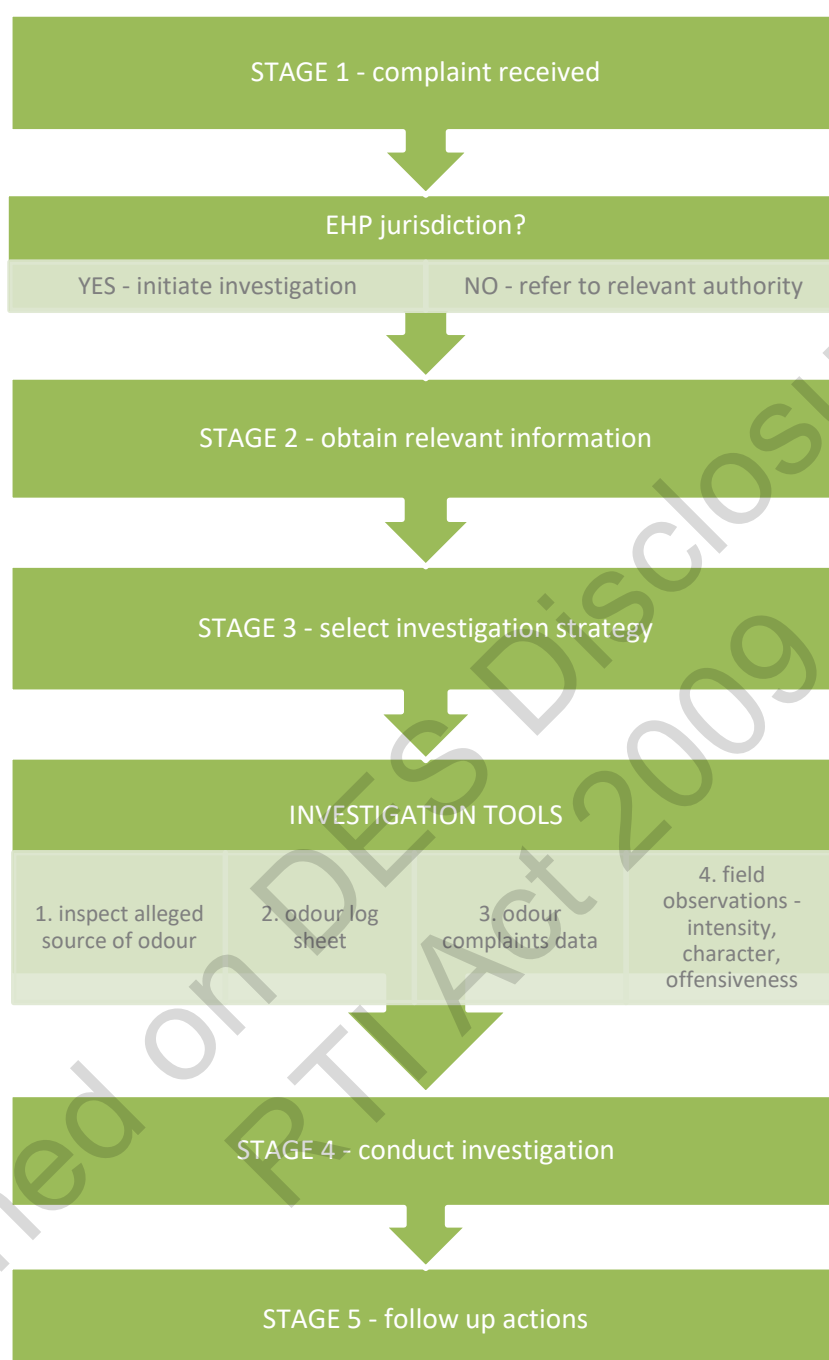


Figure 1: Basic overview of odour investigation process

### 3.2 Stage 2: Obtain relevant information

A relevant nuisance complaint can be made to the administering authority either in writing or orally, and must include the following:

- The complainant's name and residential address.
- A telephone number at which the complainant can be contacted.
- Enough details of the emission to allow the authority to investigate whether the emission is causing an unlawful environmental nuisance.

If at any time after a nuisance complaint has been made, the administering authority believes, on reasonable grounds, that the complaint is frivolous, vexatious or based on a mistaken belief, the authority may reject the complaint without further investigation. Similarly, should a complainant fail to provide sufficient detail to allow an effective investigation to be undertaken, the authority may decide not to investigate the complaint.

### 3.3 Information required before taking action

In order to establish whether an alleged odour nuisance has occurred, the investigator must conduct an investigation of the complaint. Investigator to contact the complainant prior to visiting the site to determine:

- Is the odour currently present?
- If still occurring, has it decreased or increased in intensity since first reported?
- If not present does the complainant think this is because the odour is intermittent or do they think it has ceased?
- Frequency of the odour occurring.
- A description of the odour's characteristics and qualities.
- The odour intensity (based on odour intensity scale of 0 to 6 – see Table 1 of the Odour investigation tools procedural guide (ESR/2016/3044) <sup>1</sup>.
- Duration and time/s the odour occurs.
- Is odour continuous or fluctuating?
- Weather conditions (e.g. temperature, wind direction and speed) when the odour is observed.
- Suspected source.
- Likelihood of odour emissions from suspected source.
- Other persons affected by the odour.
- Any physical effects (Note: if serious scale physical effects are described, Emergency Services personnel must be contacted immediately);
- Approximate travelling time required to reach complainant; and
- What is the complainant's expected outcome of the investigation?

The investigator can also contact the alleged source and determine:

- If the alleged source considers that it is a source of odours?
- Details of any odour event and actions to prevent future release of odours.

---

<sup>1</sup> This is the publication number. The publication number can be used as a search term to find the latest version of a publication at [www.des.qld.gov.au](http://www.des.qld.gov.au).

- If the alleged source is an ERA, the investigator must obtain a copy of the licence and become acquainted with the licence conditions.

The most appropriate response may include:

- Phone the alleged source advising that you have received a complaint and obtain their version of the events. If the event is a one off event the only action required might be a phone call back to the complainant advising them what has happened and the steps the source site has undertaken to ensure no further releases of odours.
- Immediate response: drive to the site and conduct a preliminary investigation.
- Delayed response: call complainant back within agreed timeframe, and if odour is still occurring, initiate a response.
- Contact alleged source to arrange site inspection.
- Odour log sheet completed by complainant(s).
- No response required investigation strategy already underway.
- No response required, complaint closed.
- Other action agreed between complainant and investigator.

### 3.4 Stage 3: Select the investigation strategy

Based on the preliminary investigation and the history of the alleged source, determine the most appropriate strategy and assessment tools to be used. Various assessment tools that may be adopted to determine odour nuisance are discussed in the Odour investigation tools procedural guide (ESR/2016/3044)<sup>2</sup>. The selection of an investigation strategy will generally depend on alleged source(s) and their location, nature of complaints, number of complainants, and the history of odour complaint. DES may conduct odour investigation using tools such as:

- inspection of the facility allegedly causing the odour;
- odour log sheets; and
- odour complaints data
- field observations of odour intensity, character and offensiveness by authorised officers.

If this is a chronic odour nuisance issue, DES may require the alleged offender to conduct an environmental evaluation under the Environmental Protection Act 1994 using tools such as odour emission data collection and chemical analysis. Further details regarding these tools are available in the Odour investigation tools procedural guide.

### 3.5 Stage 4: Conduct the investigation

The odour investigation procedure is explained in Figure 2. Procedure A is to be adopted for the investigation of all new complaints received by an administering authority. When the source of an alleged odour is the subject of an ongoing investigation, procedure B is to be used (as procedure A should already have been completed). The investigator who is doing the field investigation may be screened for olfactory ability, if possible. This can be arranged through an environmental consultant.

---

<sup>2</sup> This is the publication number. The publication number can be used as a search term to find the latest version of a publication at [www.des.qld.gov.au](http://www.des.qld.gov.au).

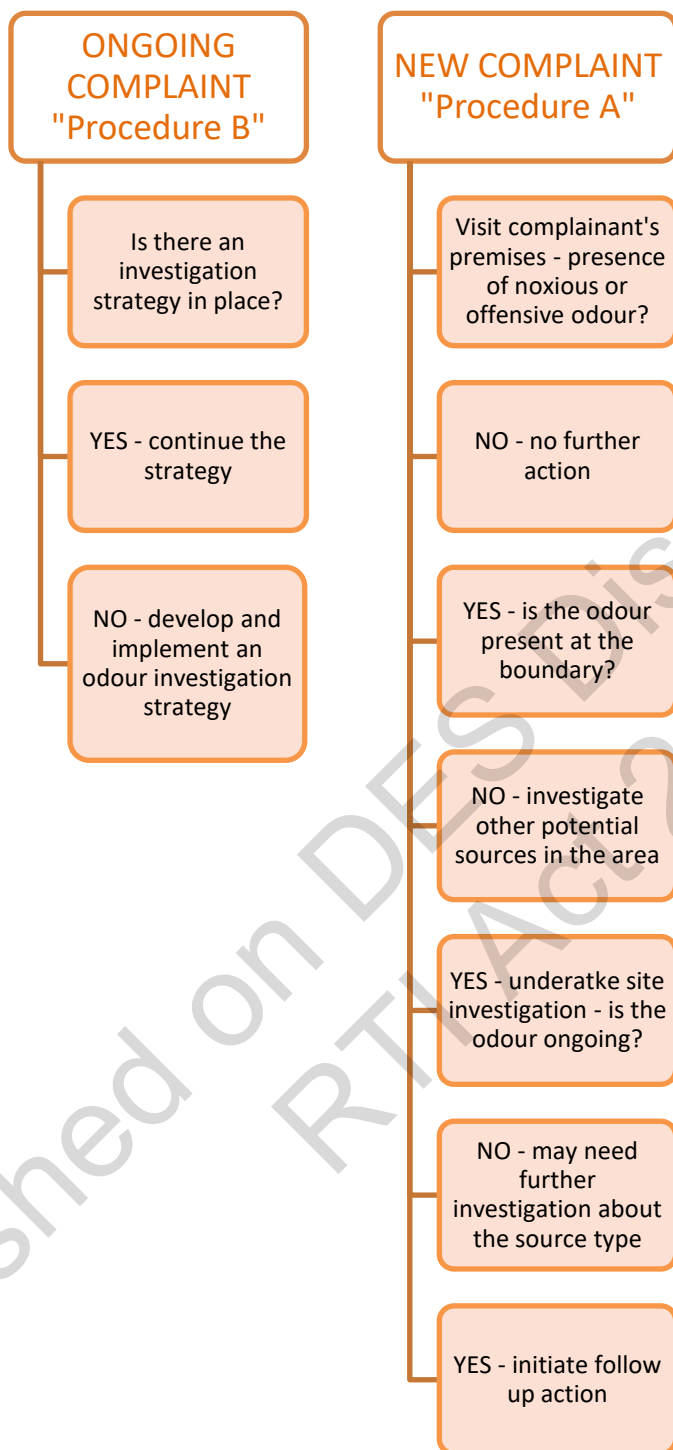


Figure 2: Stage 4 – detail of investigation procedure

## 4 New complaint (Procedure A)

### 4.1 Visit complainant's premises

Before leaving for the inspections check that you have any safety equipment necessary to be admitted onto the site of the alleged source (e.g. safety boots and hard-hat) and ensure that you have your authorised identification with you.

Record arrival time and verify the presence of an odour nuisance at the complainant's premises. Check the accuracy of the information provided by the complainant as necessary. Conduct the investigation as explained in the Odour investigation tools procedural guide ([ESR/2016/3044](#))<sup>3</sup>.

Describe and record the following characteristics of any odour nuisance experienced:

- Characteristics and qualities of the environment into which the emission is made (the "receiving environment").
- Any physical effect the odour may have on the investigator.
- Classify odour by odour-intensity using the rating as discussed in Table 1 of the Odour investigation tools procedural guide.
- Specify the odour character as describes in Table 2 of the Odour investigation tools procedural guide. This can later be used to reconcile with the process or source that is causing the odour.
- Record weather conditions, wind speed and direction, temperature and humidity. Note possible obstructions for example buildings and geological features.
- Specify the odour offensiveness as describes in Table 3 of the Odour investigation tools procedural guide.

A complainant may be requested to complete an Odour log sheet ([ESR/2016/3045](#))<sup>3</sup> and to record the time/ date/ duration/ description and effect of any odour released from the alleged source.

### 4.2 Identify and investigate the source

- If the odour causing a nuisance as described by the complainant is present, drive or walk around the local neighbourhood and determine where the odour appears to be coming from. It is important to investigate whether the odour can be detected upwind from alleged source. This will eliminate other possible sources and is essential for evidence should enforcement action being taken. The locations of various odour observations must be marked on a map, including observations where odour is not detected.
- Starting from the point at which the odour can be detected or from where the odour is at its weakest, trace the odour plume by zigzagging back and forth while heading upwind towards the source.
- Record the route taken and your observations (e.g. the odour is weaker further down wind of the alleged source, the odour is much stronger closer to and downwind of the alleged source and appears to be emanating from the premises). Proceed beyond the alleged source and make odour observations to determine if any odour is present upwind of the alleged source. Plot roughly on a map of the local area the direction and width of the plume.

---

<sup>3</sup> This is the publication number. The publication number can be used as a search term to find the latest version of a publication at [www.des.qld.gov.au](http://www.des.qld.gov.au).

- If the source and or characteristics of the odour are difficult to quantify it may help to ask other community members you meet whilst determining the source of the odour, their perception of any odours, and the times of day at which these odours are most prevalent.
- Note that odours particularly those emanating from stack emissions may be stronger away from the source than at the boundaries of the source premises.
- Record odour intensity and offensiveness in ambient air by field inspection using the Recording odour intensity, offensiveness and character form ([ESR/2016/3046](#))<sup>4</sup>.
- Write a brief report on the source identification in the Recording odour intensity, offensiveness and character form.

### 4.3 Site inspection of alleged odour source

- Record arrival time and verify the presence of the noxious or offensive odour at the source.
- Show proper identification and wear appropriate safety equipment.
- Facility personnel should be informed of the alleged problem and questioned concerning the emission point(s) of the odour being released.
- The investigator should then perform an inspection with the representative of the facility in an attempt to identify the specific source of the odour. If the source is an ERA, technical information may be available to assist in identifying the most likely management practice contributing to the odour.
- Questions relating to the operating conditions of the facility, time and cause of any incident or deviation from normal practice, the action taken to abate an emission including those taken prior to the investigators arrival, and during the investigator's visit, the composition and amount of odour released and any other related information are to be documented.
- If the specific source cannot be identified because of the presence of on-site interfering contaminant sources, every effort should be made to identify the process or area of the facility causing the odour. This information will be relevant to the department's review of the facilities action(s) to mitigate the effect of a breach and to prevent future noxious or offensive odour emissions.
- Collect information such as emissions amount and rate, duration and time of the release and whether the emission is continuous or fluctuating.
- Request copies of any relevant written records or reports from the facility.
- Once all possible evidence is gathered, inform the facility representative about the results of the investigation, including any potential breach of legislation or licence condition, and discuss any follow-up action the facility must take and any enforcement action that may be taken. It is often advisable to take this step after consultation with staff/managers back in the office. If in any doubt as to the action the DES will require advise the source that you will contact them after you have discussed the case with your manager.

Poor management practices and/or poorly managed control technologies may result in odour events that cause environmental nuisance. Ensure that best practice environmental management is reflected in the site's operating procedures, process management and odour control technologies.

If it is determined that a noxious and offensive odour is emanating from the site and the general environmental duty is not being complied with, for example best environmental management practices are not being used on

---

<sup>4</sup> This is the publication number. The publication number can be used as a search term to find the latest version of a publication at [www.des.qld.gov.au](http://www.des.qld.gov.au).

site, site operators are required to change how they manage the site to remedy the odour emissions. Legislative provisions of the Act may be used to enforce this demand.

The regulatory agency may consider the compliance history of existing facilities when evaluating the appropriate response to odour nuisance. Other key general aspects to ascertain are whether the operators have an established odour prevention program (e.g. preventative maintenance, have implemented risk assessment and design measures to minimise the likelihood and consequence of a noxious/offensive odour release and have put in place a contingency plan in the event of such a release).

#### 4.4 Odour management

A site inspection should identify individual processes or activities that are possible odour sources and determine whether specific management practices are adopted to avoid or minimise the release of odour, for example, is the odour control equipment working effectively?

Key aspects include odour avoidance measures, effective odour capture and treatment, monitoring of key parameters and the conditions under which release occurred. In the case of an activity subject to an environmental authority, development approval or other environmental management document approved by the administering authority, it is necessary to ascertain whether relevant conditions and requirements are being complied with.

Some best management practices applicable to odorous processes are:

- Manage process inputs to minimise those inputs likely to produce offensive odours (e.g. minimising sulphur content in wastewater streams).
- Manage materials to prevent them becoming odorous (e.g. keeping waste waters aerobic, keeping manures dry).
- Manage conditions to prevent volatilisation of odorous substances (e.g. high pH to keep hydrogen sulphide in solution).
- Manage process to avoid escapes of odours e.g. enclosure of odour generating equipment with collection of odours for treatment, cover potentially odorous materials.
- Manage and monitor treatment processes to ensure they are carried out effectively (e.g. wastewater treatment processes, odour treatment processes).
- Conduct odorous activities during the least sensitive time of the day or during the most favourable weather conditions e.g. turning compost windrows in circumstances conducive to wind dispersal away from odour sensitive places.
- Where there are a number of odorous processes on-site, it may be preferable to schedule them to happen separately rather than concurrently.
- Site management must ensure operational staff are aware of potential odour impacts and ensure implementation of work practices that minimise odour.

The most commonly used control equipment includes bio-filtration techniques, adsorption systems, anaerobic digestion, scrubbing systems and thermal oxidation.

### 5 Ongoing complaints (Procedure B)

Where the initial investigation has not identified the odour nuisance to be acute in nature, but rather an ongoing chronic issue, additional investigation may be required. It may be necessary to visit the complainant's location and or the alleged source on a number of occasions to verify the source. A field investigation of odour intensity, character and offensiveness may be required (see: Recording odour intensity, offensiveness and character form

and Odour investigation tools procedural guide). This investigation may include a detailed field survey using trained field sniffer(s) who has been screened for olfactory ability (detection sensitivity tested against the n-butanol). The investigator(s) can assess and record odour intensity, offensiveness and characteristics in the field as specified in the above form. Initiating field measurement from the point at which the odour can be detected, trace the odour plume by zigzagging back and forth while heading upwind towards the source. The extent of this investigation will be based on the complexity of the issue.

The strategy of the continued investigation will be determined giving consideration to a number of factors (listed below) including the complexity of the source(s). The complexity of a source can be categorised as follows:

- A single source complex odour describes that situation where one particular facility may have multiple potential sources. For example, a meat processing facility has odour emanating from wastewater treatment pond, a rendering plant stack emission and odour from the stock holding yards.
- A complex source odour describes those situations when there are a number of similar sources within the same vicinity that may each contribute to an unacceptable odour impact. For example, an industrial estate that includes two soil conditioner manufacturer's, a waste treatment facility and a sewage treatment plant.

The following procedure may be used for the investigation of chronic and complex odour nuisance complaints:

### **5.1 Project team approach**

In complex odour issues it can be beneficial to establish a project team, however resource constraints dictate that most odour complaints are investigated by one or two officers. In complex odour cases that are difficult to resolve because of the complexity of the sources, the high cost of odour control technology, or any other reason it may be necessary to establish a project team to manage the investigation. The team will contain a project manager and support officers experienced in odour management and investigation.

The team should meet to identify the most effective method of investigation to be undertaken and establish an agreed approach. The approach established will balance the needs of the community with the resources available to the administering authority, to ensure a timely resolution to the odour nuisance.

The initial task of the meeting to consider all relevant information relating to the complaint, which may include:

- the complexity of the site.
  - single site multiple source.
  - multiple sites contributing to odour.
- nature of complaints.
- number of complaints.
- number of complainants.
- any complaint history and previous action taken by the administering authority.
- benchmarking study of industry.

The outcome of the meeting will be an action plan, which will incorporate:

- decision on assessment strategy, including any requirements for an environmental evaluation.
- complaint management processes.
- enforcement strategy, where required.
- internal briefings.

## 5.2 Implement investigation strategy and action plan

Implement investigation strategy using tools as discussed in Odour investigation tools procedural guide. All members of the project team are responsible for the implementation of their allocated tasks of the investigation strategy. Regular meetings are to be maintained to ensure that timeframes for implementation are achieved and that the strategy still reflects the most appropriate approach to complaint investigations.

## 5.3 Stage 5: Follow up action

### 5.4 Administrative requirements

- If the complaint has been received orally, i.e. no written complaint has been made, the complainant is to be provided with a complaint form [\(ESR/2016/2165\)](#)<sup>5</sup> to be completed and returned to DES.
- The complainant should be advised that completion of a complaint form would provide valuable information that may be utilised if the matter proceeds to court. Without the complainant testimony, the case in court may be open to substantial challenge during an administrative hearing process.
- It is to be explained to the complainant that their identity will be anonymous unless they permit disclosure or it is required for an administrative proceeding.
- Ensure complaint is entered in complaint database.
- Contact any other relevant government bodies if necessary, e.g. local government, emergency services.
- Often a lot of time can be saved by telephoning the alleged source on receipt of the complaint – the alleged source may be able to identify the actual source, may have already implemented practices and procedures to minimise the odour releases.
- Advise the source in writing that the administering authority has received a complaint and has an obligation to investigate the matter, confirm in the letter any advice given by the source such as acknowledgement of odour releases.
- The source is invited to respond to this allegation in writing on or before a stated date, nominally 2 weeks. The source should be requested to provide detail of actions taken to investigate the allegation, any proposed measures that will be taken to reduce the odour and the applicable timeframes for completion of such measures.

### 5.5 Updating the complainant

It is important that the complainant be kept informed of actions taken, by both DES and the source, to address the odour nuisance throughout the investigation process. The manner in which the complainant is kept informed will depend on the individual circumstances of the complaint, that is, how long it will take to address the odour nuisance and the extent of the concerns of the complainant. It is suggested that the matter be discussed with the complainant and communication methods be agreed upon during the initial stages of contact.

The alleged source should be encouraged to consult directly with the complainant provided the complainant has no objections to direct contact. The alleged source should be encouraged to seek the input of the complainant in resolving the matter and should demonstrate responsiveness to the complainants concerns. The community will generally respond positively to a responsive industry neighbour. The establishment of good relations between the alleged source and the community will substantially assist in resolving complaints.

When a complaint is resolved, it is necessary in all cases to advise the complainant in writing.

---

<sup>5</sup> This is the publication number. The publication number can be used as a search term to find the latest version of a publication at [www.des.qld.gov.au](http://www.des.qld.gov.au).

## 6 Enforcement action to be taken

There are ranges of management tools within the Act that may be used to ensure action is taken to reduce or eliminate a noxious or offensive odour. This includes requiring an environmental evaluation, developing a transitional environmental program or issuing an environmental protection order. An environmental evaluation may include assessment tools such as odour emission estimation using dynamic olfactometry and chemical analysis as discussed in the Odour investigation tools procedural guide. The most appropriate enforcement action to take will depend on the amount of evidence obtained, the level of co-operation by the source and the on-going risk to the receiving environment. Consultation with management is required prior to advising the source of any action to be taken. For additional guidance on this matter please refer to the department's [Enforcement Guidelines](#).

### Disclaimer

While this document has been prepared with care, it contains general information and does not profess to offer legal, professional or commercial advice. The Queensland Government accepts no liability for any external decisions or actions taken on the basis of this document. Persons external to the Department of Environment and Science should satisfy themselves independently and by consulting their own professional advisors before embarking on any proposed course of action.

### Approved:

20 July 2016

### Enquiries:

Compliance Support

Email: [compliance.support@des.qld.gov.au](mailto:compliance.support@des.qld.gov.au)

# Recording odour intensity, offensiveness and character

## Compliance and Investigation

This form is to be used to record odour intensity, offensiveness and character for investigations under the Environmental Protection Act 1994.

### Part A – General Information

Name of Investigating Officer \_\_\_\_\_

Name of any other authorised officer present \_\_\_\_\_

Measurement Location \_\_\_\_\_

Current weather conditions:

| WIND SPEED  | WIND DIRECTION |
|-------------|----------------|
|             |                |
| TEMPERATURE | CLOUD COVER    |
|             |                |

Date of measurement: \_\_\_\_\_

Start of measurement:       :       hrs

End of measurement:       :       hrs

## Part B – Field Measurement of Odour Intensity and Offensiveness

The measurement duration is 10 minutes and each inhalation is taken in 10 seconds interval. A simple approach is to use a stopwatch to give a time signal every 10 seconds during the 10-minute measurement duration. The assessor inhales at the start of each 10-second period. If the assessor detects the odour being investigated, he or she records a number from the scales on the above sheet.

### Odour Intensity Measurements (every 10 seconds during the 10 minute period):

| Minutes         | 1  |    |    |    |    |    | 2  |    |    |    |    |    | 3  |    |    |    |    |    |
|-----------------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Measurement     | 01 | 02 | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| Odour Intensity |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

### Odour Offensiveness Measurements (every 10 seconds during the 10 minute period):

| Minutes             | 1  |    |    |    |    |    | 2  |    |    |    |    |    | 3  |    |    |    |    |    |
|---------------------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Measurement         | 01 | 02 | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| Odour Offensiveness |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

### Wind Measurements (each time the wind changes direction during the 10 minute period):

| Minutes        | 1  |    |    |    |    |    | 2  |    |    |    |    |    | 3  |    |    |    |    |    |
|----------------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Measurement    | 01 | 02 | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| Wind Direction |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

### Odour Intensity Measurements (every 10 seconds during the 10 minute period):

| Minutes         | 4  |    |    |    |    |    | 5  |    |    |    |    |    | 6  |    |    |    |    |    |
|-----------------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Measurement     | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 |
| Odour Intensity |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

### Odour Offensiveness Measurements (every 10 seconds during the 10 minute period):

| Minutes             | 4  |    |    |    |    |    | 5  |    |    |    |    |    | 6  |    |    |    |    |    |
|---------------------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Measurement         | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 |
| Odour Offensiveness |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

### Wind Measurements (each time the wind changes direction during the 10 minute period):

| Minutes        | 4  |    |    |    |    |    | 5  |    |    |    |    |    | 6  |    |    |    |    |    |
|----------------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Measurement    | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 |
| Wind Direction |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

**Odour Intensity Measurements (every 10 seconds during the 10 minute period):**

| Minutes                | 7  |    |    |    |    |    | 8  |    |    |    |    |    | 9  |    |    |    |    |    |
|------------------------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Measurement            | 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | 49 | 50 | 51 | 52 | 53 | 54 |
| Odour<br>Offensiveness |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

**Odour Offensiveness Measurements (every 10 seconds during the 10 minute period):**

| Minutes            | 7  |    |    |    |    |    | 8  |    |    |    |    |    | 9  |    |    |    |    |    |
|--------------------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Measurement        | 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | 49 | 50 | 51 | 52 | 53 | 54 |
| Odour<br>Intensity |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

**Wind Measurements (each time the wind changes direction during the 10 minute period):**

| Minutes           | 7  |    |    |    |    |    | 8  |    |    |    |    |    | 9  |    |    |    |    |    |
|-------------------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Measurement       | 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | 49 | 50 | 51 | 52 | 53 | 54 |
| Wind<br>Direction |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

**Odour Intensity Measurements (every 10 seconds during the 10 minute period):**

| Minutes            | 10 |    |    |    |    |    |
|--------------------|----|----|----|----|----|----|
| Measurement        | 55 | 56 | 57 | 58 | 59 | 60 |
| Odour<br>Intensity |    |    |    |    |    |    |

**Odour Offensiveness Measurements (every 10 seconds during the 10 minute period):**

| Minutes                | 10 |    |    |    |    |    |
|------------------------|----|----|----|----|----|----|
| Measurement            | 55 | 56 | 57 | 58 | 59 | 60 |
| Odour<br>Offensiveness |    |    |    |    |    |    |

**Wind Measurements (each time the wind changes direction during the 10 minute period):**

| Minutes           | 10 |    |    |    |    |    |
|-------------------|----|----|----|----|----|----|
| Measurement       | 55 | 56 | 57 | 58 | 59 | 60 |
| Wind<br>Direction |    |    |    |    |    |    |

| Intensity Scale | Descriptor              | Effect on Receptor                                                                                                          |
|-----------------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| 0               | <i>Not perceptible</i>  | Odour is not detectable, cannot be perceived by the sense of smell.                                                         |
| 1               | <i>Very weak</i>        | Odour is just detectable in the outdoor air and activates the sense of smell.                                               |
| 2               | <i>Weak</i>             | Odour is detectable in the outdoor air, but is not clearly distinguishable, noxious or offensive.                           |
| 3               | <i>Distinct</i>         | Odour is present in the outdoor air, easily activates the sense of smell, very distinct and clearly distinguishable.        |
| 4               | <i>Strong</i>           | Odour is present in the outdoor air and would be noxious or offensive and cause a person to attempt to avoid it completely. |
| 5               | <i>Very strong</i>      | Strong odour present in the outdoor air, which is so strong it is overpowering and intolerable for any length of time.      |
| 6               | <i>Extremely strong</i> | Extremely strong odour in the outdoor air, which is immediately intolerable.                                                |

| Offensiveness Scale | Descriptor                            | Effects on Receptor                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0                   | <i>Pleasant</i>                       | Odour perceived as pleasant to some degree.                                                                                                                                                                                                                                                                                                                                                                                                           |
| 1                   | <i>Neutral</i>                        | Odour is not perceived as pleasant, but is also not even slightly unpleasant.                                                                                                                                                                                                                                                                                                                                                                         |
| 2                   | <i>Slightly Unpleasant</i>            | Faintly unpleasant, but easily bearable even for prolonged exposure.                                                                                                                                                                                                                                                                                                                                                                                  |
| 3                   | <i>Offensive</i>                      | Causes recognisable displeasure to sense of smell, may be bearable for short exposure, but reluctance to submit oneself to longer exposures is likely.<br><br>For a 'chemical' smell caused by substances hazardous to humans at relatively low levels, a response of worry is reasonably elicited (e.g. due to it being not practicable to avoid), but without any other physiological responses. Long-term exposure may cause stress-like symptoms. |
| 4                   | <i>Strongly Offensive</i>             | Repulsive. Disgusting. Strongly displeasurable to sense of smell. Would soon elicit attempts to avoid exposure. <u>OR</u><br>Causes slight physiological effects following exposure e.g. headaches, slight nausea.                                                                                                                                                                                                                                    |
| 5                   | <i>Noxious</i>                        | Causes almost immediate attempts to avoid. <u>OR</u><br>Causes noticeable physiological effects following exposure e.g. pronounced nausea, feeling faint headed.                                                                                                                                                                                                                                                                                      |
| 6                   | <i>Extremely offensive or noxious</i> | Unbearable Effects. Immediately intolerable. Extremely strong effects such as retching, fainting or other adverse effects on physical well-being caused by exposure.                                                                                                                                                                                                                                                                                  |

| Wind Direction | Descriptor               | Effect on Receptor                                                 |
|----------------|--------------------------|--------------------------------------------------------------------|
|                | For example: N for north | Wind direction to be noted in the box for each change of direction |

**How would you describe the odour's characteristics during the field investigation?**

- |                                                   |                                                |                                                         |
|---------------------------------------------------|------------------------------------------------|---------------------------------------------------------|
| <input type="checkbox"/> Fragrant (perfumy)       | <input type="checkbox"/> Garlic, onion         | <input type="checkbox"/> Oily, fatty                    |
| <input type="checkbox"/> Sweet                    | <input type="checkbox"/> Cooking odour         | <input type="checkbox"/> Like gasoline, solvent         |
| <input type="checkbox"/> Fruity                   | <input type="checkbox"/> Chemical              | <input type="checkbox"/> Fishy                          |
| <input type="checkbox"/> Bakery (fresh bread)     | <input type="checkbox"/> Etherish, anaesthetic | <input type="checkbox"/> Putrid, foul, decayed          |
| <input type="checkbox"/> Coffee-like              | <input type="checkbox"/> Sour, acid, vinegar   | <input type="checkbox"/> Decayed Cabbage                |
| <input type="checkbox"/> Spicy                    | <input type="checkbox"/> Like blood, raw meat  | <input type="checkbox"/> Pungent, fruity                |
| <input type="checkbox"/> Meat (cooked, good)      | <input type="checkbox"/> Rubbish               | <input type="checkbox"/> Pungent, irritating            |
| <input type="checkbox"/> Sea/marine               | <input type="checkbox"/> Compost               | <input type="checkbox"/> Paint-like                     |
| <input type="checkbox"/> Herbal, green, cut grass | <input type="checkbox"/> Silage                | <input type="checkbox"/> Rancid                         |
| <input type="checkbox"/> Bark-like, birch bark    | <input type="checkbox"/> Sickening             | <input type="checkbox"/> Sulphidic                      |
| <input type="checkbox"/> Wood, resinous           | <input type="checkbox"/> Musty, earth, mouldy  | <input type="checkbox"/> Dead animal                    |
| <input type="checkbox"/> Medicinal                | <input type="checkbox"/> Sharp, pungent, acid  | <input type="checkbox"/> Faecal (like manure)           |
| <input type="checkbox"/> Burnt, smoky             | <input type="checkbox"/> Metallic              | <input type="checkbox"/> Ammonia                        |
| <input type="checkbox"/> Burnt rubber             | <input type="checkbox"/> Tar-like              | <input type="checkbox"/> Sewer odour                    |
| <input type="checkbox"/> Soapy                    | <input type="checkbox"/> Hydrocarbons          | <input type="checkbox"/> Rotten eggs (H <sub>2</sub> S) |
| <input type="checkbox"/> Other (specify): _____   |                                                |                                                         |

### Part C – Source identification report

Published on DES Disc  
RTI Act 2009

Authorised officer name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# Procedural guide

*Environmental Protection Act 1994*

## Odour investigation tools

*This document provides information on investigation tools to be used for the investigation of odour complaints under the Environmental Protection Act 1994 (the Act).*

### Table of contents

|          |                                                                                                   |          |
|----------|---------------------------------------------------------------------------------------------------|----------|
| <b>1</b> | <b>Introduction .....</b>                                                                         | <b>2</b> |
| <b>2</b> | <b>Field observations of odour intensity, character and offensiveness.....</b>                    | <b>2</b> |
|          | Table 1: German VDI 3882 odour intensity scale and its description .....                          | 3        |
|          | Table 2: Odour Character descriptors (Source: New Zealand Ministry for the Environment, 2003) ... | 4        |
|          | Table 3: Offensiveness Scale and its description for rating adverse effects* .....                | 5        |
| <b>3</b> | <b>Odour log sheets .....</b>                                                                     | <b>5</b> |
| <b>4</b> | <b>Odour complaints data.....</b>                                                                 | <b>6</b> |
| <b>5</b> | <b>Collection of source samples .....</b>                                                         | <b>7</b> |
| <b>6</b> | <b>References .....</b>                                                                           | <b>7</b> |
| <b>7</b> | <b>Further Information .....</b>                                                                  | <b>8</b> |

## **1 Introduction**

The following sets out various investigation tools that may be used in support of investigations of odour under the Department of Environment and Science (DES) Odour investigation procedural guide ([ESR/2016/3042](#))<sup>1</sup>.

There are various investigation tools that may be adopted to determine odour nuisance which include:

- Field observations of odour intensity, character and offensiveness
- Odour log sheets
- Odour complaints data.
- Collection of source samples, chemical analysis and comparison against the licence limits.

Deciding which of these strategies to use will generally depend on alleged source(s) and their location, nature of complaints, number of complainants, and any history of odour complaint. An outline of each strategy is provided below. DES may ask the alleged offender to conduct an environmental evaluation under the Act using some of the above tools such as collection of odour emission data and chemical analysis.

## **2 Field observations of odour intensity, character and offensiveness**

The primary strategy available for administering authority to determine the presence of an environmental nuisance due to noxious or offensive odour is detection by authorised officers who can form this opinion based on the objective evidence gathered.

Legislative provisions require only one authorised officer to determine an odour to be noxious or offensive for action to be initiated. However, due to the subjectivity and complexity of some odour nuisances, in cases where the authorised officer's perception of the odour differs from that of the complaint, it is recommended that at least two authorised officers determine whether or not the odour is noxious or offensive. Any authorised officer involved in odour assessment may have their detection sensitivity to n-butanol assessed as a means of indicating their general ability to smell environmental odours. This would serve to improve the defensibility of the officer's field observations.

For some chronic odour nuisances, an intensive investigation response involving additional authorised officers may be necessary. If the odour releases vary over time it may be useful to request that any authorised officers driving near the vicinity of the alleged sources and/ or address from which the complaint is being lodged, undertake a "drive by" check for odour releases in the general area of the alleged odour release.

In situations where there are multiple and/or intermittent sources contributing to odour nuisance, it may be necessary to undertake a number of site visits in order to determine the source/s of odour. It is important to note that this investigation also includes checking places from which odours probably are not being emitted to eliminate these locations as potential sources. One example would be checking a location upwind of a potential source to verify that the odours were not blowing onto that premises from elsewhere.

Useful information to determine the odour nuisance can be obtained by field investigations of combined records of odour intensity, character and offensiveness.

A useful scale for describing odour intensity during field observations is detailed in German Standard VDI 3882 (I) 1992: *Olfactometry Determination of Odour Intensity*. The odour intensity scale from the standards is given in Table1. The German Standard VDI 3940: *Determination of Odorants in Ambient Air by Field Inspection* also has a procedure for logging observations in the field which involves noting the odour intensity every 10 second over a 10-minute period in one location.

---

<sup>1</sup> This is the publication number. The publication number can be used as a search term to find the latest version of a publication at [www.des.qld.gov.au](http://www.des.qld.gov.au).

The five factors that general influence odour complaints are: frequency, intensity, duration, offensiveness and location (FIDOL). The objective analysis of FIDOL factors must include the intrinsic nature of the odour that is often referred to as the odour character. The New Zealand Ministry for the Environment has developed the odour character descriptions (see Table 2). These can be used to identify the odour character. Deciding whether a specific odour event is “offensive or objectionable” can then be done using a scale as described in Table 3. When assessing the extent of adverse effects, the physical effects of the odour on the affected people should be considered.

A proforma to record odour intensity and offensiveness in ambient air by field inspection is given in the Recording odour intensity, offensiveness and character form ([ESR/2016/3046](#))<sup>2</sup>.

**Table 1: German VDI 3882 odour intensity scale and its description**

| Intensity Scale | Descriptor              | Effect on Receptor                                                                                                          |
|-----------------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| 0               | <i>Not perceptible</i>  | Odour is not detectable, cannot be perceived by the sense of smell.                                                         |
| 1               | <i>Very weak</i>        | Odour is just detectable in the outdoor air and activates the sense of smell.                                               |
| 2               | <i>Weak</i>             | Odour is detectable in the outdoor air, but is not clearly distinguishable, noxious or offensive.                           |
| 3               | <i>Distinct:</i>        | Odour is present in the outdoor air, easily activates the sense of smell, very distinct and clearly distinguishable.        |
| 4               | <i>Strong</i>           | Odour is present in the outdoor air and would be noxious or offensive and cause a person to attempt to avoid it completely. |
| 5               | <i>Very strong</i>      | Strong odour present in the outdoor air, which is so strong it is overpowering and intolerable for any length of time.      |
| 6               | <i>Extremely strong</i> | Extremely strong odour in the outdoor air, which is immediately intolerable.                                                |

<sup>2</sup> This is the publication number. The publication number can be used as a search term to find the latest version of a publication at [www.des.qld.gov.au](http://www.des.qld.gov.au).

**Table 2: Odour Character descriptors** (Source: New Zealand Ministry for the Environment, 2003)

|    |                          |    |                        |
|----|--------------------------|----|------------------------|
| 01 | Fragrant                 | 21 | Like blood, raw meat   |
| 02 | Perfumed                 | 22 | Rubbish                |
| 03 | Sweet                    | 23 | Compost                |
| 04 | Fruity                   | 24 | Silage                 |
| 05 | Bakery (fresh bread)     | 25 | Sickening              |
| 06 | Coffee-like              | 26 | Musty, earth, mouldy   |
| 07 | Spicy                    | 27 | Sharp, pungent, acid   |
| 08 | Meat (cooked, good)      | 28 | Metallic               |
| 09 | Sea/marine               | 29 | Tar-like               |
| 10 | Herbal, green, cut grass | 30 | Oily, fatty            |
| 11 | Bark-like, birch bark    | 31 | Like gasoline, solvent |
| 12 | Wood, resinous           | 32 | Fishy                  |
| 13 | Medicinal                | 33 | Putrid, foul, decayed  |
| 14 | Burnt, smoky             | 34 | Paint-like             |
| 15 | Soapy                    | 35 | Rancid                 |
| 16 | Garlic, onion            | 36 | Sulphidic              |
| 17 | Cooked vegetables        | 37 | Dead animal            |
| 18 | Chemical                 | 38 | Faecal (like manure)   |
| 19 | Etherish, anaesthetic    | 39 | Sewer odour            |
| 20 | Sour, acid, vinegar      |    |                        |

**Table 3: Offensiveness Scale and its description for rating adverse effects\***

| Offensiveness Scale | Descriptor                            | Effects on Receptor                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0                   | <i>Pleasant</i>                       | Odour perceived as pleasant to some degree.                                                                                                                                                                                                                                                                                                                                                                                                           |
| 1                   | <i>Neutral</i>                        | Odour is not perceived as pleasant, but is also not even slightly unpleasant.                                                                                                                                                                                                                                                                                                                                                                         |
| 2                   | <i>Slightly Unpleasant</i>            | Faintly unpleasant, but easily bearable even for prolonged exposure.                                                                                                                                                                                                                                                                                                                                                                                  |
| 3                   | <i>Offensive</i>                      | Causes recognisable displeasure to sense of smell, may be bearable for short exposure, but reluctance to submit oneself to longer exposures is likely.<br><br>For a 'chemical' smell caused by substances hazardous to humans at relatively low levels, a response of worry is reasonably elicited (e.g. due to it being not practicable to avoid), but without any other physiological responses. Long-term exposure may cause stress-like symptoms. |
| 4                   | <i>Strongly Offensive</i>             | Repulsive. Disgusting. Strongly displeasurable to sense of smell. Would soon elicit attempts to avoid exposure. <u>OR</u><br>Causes slight physiological effects following exposure e.g. headaches, slight nausea.                                                                                                                                                                                                                                    |
| 5                   | <i>Noxious</i>                        | Causes almost immediate attempts to avoid. <u>OR</u><br>Causes noticeable physiological effects following exposure e.g. pronounced nausea, feeling faint headed.                                                                                                                                                                                                                                                                                      |
| 6                   | <i>Extremely offensive or noxious</i> | Unbearable Effects. Immediately intolerable. Extremely strong effects such as retching, fainting or other adverse effects on physical wellbeing caused by exposure.                                                                                                                                                                                                                                                                                   |

\* Note: Use of this table assumes an odour is detectable to olfactory sense

### 3 Odour log sheets

The use of Odour log sheets ([ESR/2016/3045](#))<sup>3</sup> is a relatively simple and effective way for administering authorities to actively involve the community in the investigation process and obtain meaningful information on which an investigation process can be progressed. A complainant may be requested to complete an odour log sheet and to record the time/ date/ duration/ description and effect of any odour released from the alleged source. Odour log sheets may be also used to monitor the impacts from a specific source within a defined time frame in order to determine the frequency and intensity of odour releases.

In cases where additional verification of the complaint is required to determine the frequency and intensity of odours at a number of different locations, a number of persons at varying locations around the alleged source of the odour may be requested to complete an odour log sheet. It is useful to arrange for the odour log sheets to be posted or faxed to the DES at the end of each week or fortnight.

On receipt of the odour log sheets the details recorded by the complainant need to be validated. In order to validate the odour log sheets, check the wind-direction at the odour source site, odours known to be emitted and activities conducted at the odour source site, at the time of each odour event recorded. Cross checking the activities being undertaken at the site, at the times odour is recorded by the complainant is useful in helping the

<sup>3</sup> This is the publication number. The publication number can be used as a search term to find the latest version of a publication at [www.des.qld.gov.au](http://www.des.qld.gov.au).

source site identify which of their activities are causing the odour, and/or determining the results of any odour release modifications that have been made.

In some instances the complainant's record of odour events will vary from those confirmed by the source site. This may be for a number of reasons such as:

- Records kept at the source site are not complete or not accurate.
- The complaint may be frivolous or vexatious.
- Complex meteorology applies and wind conditions at one place are not duplicated at the other.
- The odours are emanating from another site or a number of different sources.
- Odours emanating from the source are not clearly distinguishable from odours that may be emanating from a different source, e.g. odours emanating from wastewater treatment ponds may be similar to those emanating from nearby sewage pump stations.
- Persons located at the source site have become desensitised to the odour and perceive the odour as very weak or not perceptible. In such cases persons located at the source site may not be aware of the impact the odour releases are having on the surrounding community. This is more common in instances of chronic odour releases of a low to moderate intensity.
- The complainant's perception of the odour can differ from that of persons at the source site. This often reflects different past experiences with odours, as persons describing an unknown odour may do so with reference to previous unrelated experiences e.g. odours from a coal-fired process may be describes as smells like an old steam train.

In some situations, for example to characterise the pattern of odour impacts from an industrial complex, the odour log sheets can be distributed to a larger community surrounding that complex. In these situations, log sheets provide a method of obtaining information from a community regarding the zone of impact from an odour source and the associated characteristics of the odour exposure pattern. The aim of this data collection is to verify complaints and collect information on the frequency and intensity of odour exposures, at various locations, over a defined period of time, in order that action may be taken (if necessary). The information provided by odour log sheets needs to be validated by checking the wind-direction and site emission status during the time of each recorded odour event. This can assist in identifying the specific processes that may be contributing to the odour impact. The longer the monitoring period, the more accurate the results, however the time period should be limited as the impacted people will usually not accept the odour nuisance for extended periods and fatigue with the process will occur. This information can also be used in assessing the impacts from a specific source within a defined time frame.

## **4 Odour complaints data**

An odour related nuisance complaint can be made to the administering authority either in writing or orally, and must include the following:

- the complainant's name and residential address;
- a telephone number at which the complainant can be contacted; and
- enough details of the emission to allow the authority to investigate whether the emission is causing an unlawful environmental nuisance.

If at any time after a nuisance complaint has been made, the administering authority believes, on reasonable grounds, that the complaint is frivolous, vexatious or based on a mistaken belief, the authority may reject the complaint without further investigation. Similarly, should a complainant fail to provide sufficient detail to allow an

effective investigation to be undertaken, the authority may decide not to investigate the complaint. The odour complaint data is stored on the Agency's database. This information can be used in determining the complaint history of an existing facility.

A sequential summary of odour complaints data can be used to indicate changes in long-term odour exposure. Trends can illustrate seasonal or other temporal changes in complaint frequency, which may be due to scheduling of activities, changes in plant production or changes in the prevailing meteorological conditions.

## **5 Collection of source samples**

DES may request the alleged odour source to conduct contaminant monitoring and report the results within 14 days. Source samples must be analysed for odour concentration for mixture of odorants or/and odour causing chemical species. These results can be compared against the environmental licence conditions.

All determinations of contaminant releases to the atmosphere must be made in accordance with methods prescribed in the most recent version of the DES Air Quality Sampling Manual. If monitoring requirements for specific contaminants are not described in the Air Quality Sampling Manual, monitoring protocols must be in accordance with (a) for odour, Australian and New Zealand Standard AS/NZS 4323.3:2001, Stationary source emissions - Determination of odour concentration by dynamic olfactometry; and (b) for other contaminants, a method as approved by New South Wales EPA, Victorian EPA or United States EPA.

The odour concentration of unknown mixtures of compounds is measured using a technique called dynamic olfactometry. Dynamic olfactometry is the measurement of odour concentration by presenting a sample of odorous air to a panel in a range of dilutions and seeking responses from the panellists on whether they can detect the odour. The correlations between the known dilution ratios and the panellist response are then used to calculate the number of dilutions of the original sample required to achieve the odour threshold which is where 50% of the panellists detect the odour with certainty. The unit for odour measurement using this method is odour unit (ou), which is essentially "dilutions to threshold". DES adopts Australian and New Zealand Standard (AS/NZS 4323.3:2001) as the basis of all odour measurements. The standard covers the method for collecting a sample of odorous gas into a container.

The number of odour samples required will depend upon the nature of the source of the purpose of the measurement. Sufficient samples should be taken to ensure that the odour stream is properly quantified. Replicate samples will enable the calculation of some basic statistics of measurement. The number of replicate analyses required to achieve a definite precision is discussed in AS/NZS 4323.3:2001. This standard also describes sampling methods from point sources. Odours sample collected in a sample bag are transported to the odour laboratory for olfactometric analysis. Equipment used in the sampling process must be chosen to minimise the likelihood of adsorption, chemical transformation or diffusion both in the sample train and in the sample container.

Dispersion modelling can be used to simulate the effect on plume dispersion under varying atmospheric conditions. These models are used to calculate spatial and temporal fields of concentrations and particle deposition due to emissions from various source types. This enables prediction of the likely odour to be experienced by the community at various distances from the source. Odour dispersion modelling should not be used to try to prove the absence of an adverse effect from an existing facility when community data is already available to demonstrate the current level of effect.

## **6 References**

- NSW DECCW (2005) Approved Methods for the Modelling and Assessment of Air Pollutants in NSW.
- NSW DECCW (2006). Technical notes: Assessment and Management of Odour from Stationary Sources in NSW.

- NSW DECCW (2006). Technical framework: Assessment and Management of Odour from Stationary Sources in NSW.
- New Zealand Ministry for the Environment (2003) *Good Practice Guide for Assessing and Managing Odour in New Zealand*. <<http://www.mfe.govt.nz/sites/default/files/odour-guidelines-jun03.pdf>>
- Standards Australia, Standards New Zealand (2001) Australian/New Zealand Standard 4323.3 – *Stationary Source Emissions Part 3: Determination of odour concentration by dynamic olfactometry*. AS/NZS.
- Verein Deutscher Ingenieure 3882 Part 1 (1992) *Olfactometry – determination of odour intensity*.
- Verein Deutscher Ingenieure 3882 Part 2 (1994) *Olfactometry – determination of hedonic odour tone*.
- Vic EPA (2001) *State Environment Protection Policy (Air Quality Management)*. <<http://www.gazette.vic.gov.au/gazette/Gazettes2001/GG2001S240.pdf>>

## 7 Further Information

Further information and support material relating to compliance with odour management refer to the following documents:

- Odour investigation procedure guideline ([ESR/2016/3042](#))
- Odour log sheet ([ESR/2016/3045](#))
- Recording odour intensity, offensiveness and character form ([ESR/2016/3046](#))

### Disclaimer:

While this document has been prepared with care, it contains general information and does not profess to offer legal, professional or commercial advice. The Queensland Government accepts no liability for any external decisions or actions taken on the basis of this document. Persons external to the Department of Environment and Science should satisfy themselves independently and by consulting their own professional advisors before embarking on any proposed course of action.

### Approved:

15 July 2016

### Enquiries:

Compliance Support

Email: [compliance.support@des.qld.gov.au](mailto:compliance.support@des.qld.gov.au)

# Code of Conduct

## For the Queensland Public Service

**1 January 2011**

Published on DES Disclosure Log  
RTI Act 2009

© The State of Queensland (Public Service Commission) 2010.

Published by the Public Service Commission, December 2010, 53 Albert Street, Brisbane Qld 4000. The Queensland Government supports and encourages the dissemination and exchange of information. However, copyright protects this document.

The State of Queensland has no objection to this material being reproduced, made available online or electronically but only if it is recognised as the owner of the copyright and this material remains unaltered. Copyright enquiries about this publication should be directed to the Public Service Commission, by email to [feedback@psc.qld.gov.au](mailto:feedback@psc.qld.gov.au) or in writing to PO Box 15190, City East Qld 4002.

# Table of contents

|                                                                                  |           |
|----------------------------------------------------------------------------------|-----------|
| <b>Application</b>                                                               | <b>2</b>  |
| <b>How this Code works</b>                                                       | <b>3</b>  |
| <b>Using this Code</b>                                                           | <b>4</b>  |
| All employees                                                                    | 4         |
| Chief Executive and Senior Executive Service Officers                            | 4         |
| Managers and supervisors                                                         | 4         |
| Upholding this Code                                                              | 4         |
| <b>Principle and values</b>                                                      | <b>5</b>  |
| <b>1. Integrity and impartiality</b>                                             | <b>5</b>  |
| 1.1 Commit to the highest ethical standards                                      | 5         |
| 1.2 Manage conflicts of interest                                                 | 5         |
| 1.3 Contribute to public discussion in an appropriate manner                     | 6         |
| 1.4 Manage participation in external organisations                               | 6         |
| 1.5 Demonstrate a high standard of workplace behaviour and personal conduct      | 7         |
| <b>2. Promoting the public good</b>                                              | <b>8</b>  |
| 2.1 Commit to excellence in service delivery                                     | 8         |
| 2.2 Ensure appropriate community engagement                                      | 9         |
| 2.3 Work as an integrated service                                                | 9         |
| <b>3. Commitment to the system of government</b>                                 | <b>10</b> |
| 3.1 Commit to our roles in public service                                        | 10        |
| 3.2 Maintain appropriate relationships with Ministerial staff                    | 11        |
| 3.3 Ensure proper communication with Members of Parliament                       | 11        |
| <b>4. Accountability and transparency</b>                                        | <b>12</b> |
| 4.1 Ensure diligence in public administration                                    | 12        |
| 4.2 Ensure transparency in our business dealings                                 | 13        |
| 4.3 Ensure appropriate use of official resources, public property and facilities | 13        |
| 4.4 Ensure appropriate use and disclosure of official information                | 13        |
| 4.5 Commit to innovation and continuous performance improvement                  | 14        |
| <b>More information</b>                                                          | <b>14</b> |

## Application

This Code applies to employees of Queensland public service agencies.

Public service agencies are defined under the *Public Sector Ethics Act 1994* as:

- a department
- a TAFE institute or statutory TAFE institute
- the administrative office of a court or tribunal, and
- an entity prescribed by regulation.

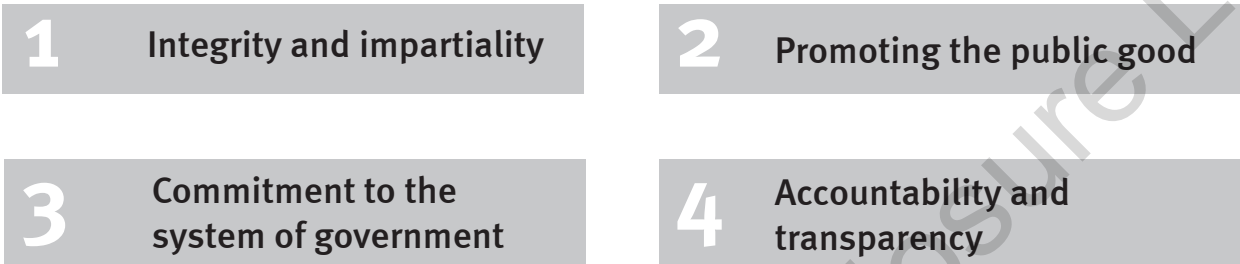
For the purposes of this document only, employees (other than judicial officials), are defined as:

- any Queensland public service agency employee whether permanent, temporary, full-time, part-time or casual, and
- any volunteer, student, contractor, consultant or anyone who works in any other capacity for a Queensland public service agency.

The Code applies at all times when we are performing official duties including when we are representing the Queensland Government at conferences, training events, on business trips and attending work-related social events.

# How this Code works

The Code contains the ethics principles and their associated set of values prescribed in the *Public Sector Ethics Act 1994*. It also contains standards of conduct for each ethics principle. The ethics principles are:



These are the fundamental principles of ethical behaviour essential to robust public sector integrity and accountability and which public sector entities<sup>1</sup> must promote in their internal and external relationships.

Each principle is strengthened by the set of values describing the behaviour that will demonstrate that principle. The principles and associated values are equally important.

The standards of conduct, contained in the Code under each set of principles and values, help us as individuals to understand how we put these principles and values into practice. The standards are not intended to cover every possible scenario, therefore in adhering to the Code, we are committed to upholding the intention and spirit of the principles and values.

Agency-specific Standards of Practice, as approved by the Public Service Commission Chief Executive can supplement this Code. An approved Standard of Practice will apply to that agency's employees in the same way as this Code.

As well as upholding the principles, values and complying with standards of conduct set out in this Code, we will also comply with all relevant legislation, awards, certified agreements, subsidiary agreements, directives, whole-of-government policies and standards. We will also adhere to the policies, organisational values and organisational documents of our employing agency.

## Principles

- Contained in Section 4 of the Public Sector Ethics Act 1994.
- Basis of good administration.

## Values

- Contained in Part 3, Division 2 of the Public Sector Ethics Act 1994.
- Provides a detailed explanation of the principles.

## Standards of Conduct

- Statements that reflect and support the values and principles.

<sup>1</sup> The *Public Sector Ethics Act 1994* applies to public sector entities, including public service departments, agencies and offices, local government organisations and other public sector organisations such as universities.

## Using this Code

The Code describes how we will conduct ourselves in delivering services to the Queensland community. An ethical culture in public service agencies starts with our Chief Executive Officers and is demonstrated through our senior leaders and all employees.

### All employees

We take personal responsibility to uphold this Code and demonstrate the principles and values of the *Public Sector Ethics Act 1994* by the way we perform our duties.

This Code recognises that we can all demonstrate ethical leadership in how we perform our role, and is a statement of our commitment to the people of Queensland, their elected representatives and our colleagues.

### Chief Executive and Senior Executive Service Officers

As our senior leaders, Chief Executive and Senior Executive Service (SES) Officers have a responsibility to visibly demonstrate and uphold the principles and values of the *Public Sector Ethics Act 1994*. Chief Executive and SES officers' roles are to promote an organisational culture that values high ethical standards and behaviour.

Chief Executive and SES officers openly demonstrate their conscious commitment to ethics by communicating the importance of ethical decision-making in the workplace, and promoting ethical behaviour in day-to-day actions.

Chief Executive and SES officers also ensure employees have access to training in the operation of this Code and in ethical decision-making more broadly, making the Code meaningful for all employees.

### Managers and supervisors

Managerial behaviour sets the tone for the conduct of all employees. Managers and supervisors have a responsibility to model and promote this Code.

Managers have the ability to influence others by fostering an ethical environment and demonstrate this awareness in performing their duties and in making decisions.

Managers ensure public service employees understand the Code, and any other relevant legislation, delegations, policies or other information required to satisfactorily perform our duties. Managers also ensure that appropriate development and training is provided allow us to perform our duties.

### Upholding this Code

As part of demonstrating our commitment to uphold this Code, we need to identify and report conduct that is not consistent with this Code.

Managers have a responsibility to make fair, transparent and consistent decisions regarding any allegations of behaviour that does not uphold this Code.

We will support employees who report genuine concerns of wrongdoing and manage any reports of suspected wrongdoing in a fair, transparent and consistent manner.

# Principle and values

## 1 Integrity and impartiality

The *Public Sector Ethics Act 1994* states:

In recognition that public office involves a public trust, public service agencies, public sector entities and public officials seek to promote public confidence in the integrity of the public sector and -

- a. are committed to the highest ethical standards;
- b. accept and value their duty to provide advice which is objective, independent, apolitical and impartial;
- c. show respect towards all persons, including employees, clients and the general public;
- d. acknowledge the primacy of the public interest and undertake that any conflict of interest issue will be resolved or appropriately managed in favour of the public interest; and
- e. are committed to honest, fair and respectful engagement with the community.

## Standards of conduct

### 1.1 Commit to the highest ethical standards

As public service employees we are required to ensure that our conduct meets the highest ethical standards when we are fulfilling our responsibilities.

We will:

- a. ensure any advice that we provide is objective, independent, apolitical and impartial
- b. ensure our decision making is ethical
- c. engage with the community in a manner that is consultative, respectful and fair, and
- d. meet our obligations to report suspected wrongdoing, including conduct not consistent with this Code.

### 1.2 Manage conflicts of interest

A conflict of interest involves a conflict between our duty, as public service employees, to serve the public interest and our personal interests. The conflict may arise from a range of factors including our personal relationships, our employment outside the public service, our membership of special interest groups, or our ownership of shares, companies, or property.

As public service employees we may also experience conflicts of interest between our public service ethics and our professional codes of ethics (for example as health care professionals or as lawyers), or with our personal beliefs or opinions.

Having a conflict of interest is not unusual and it is not wrongdoing in itself. However failing to disclose and manage the conflict appropriately is likely to be wrongdoing.

As public service employees we are committed to demonstrating our impartiality and integrity in fulfilling our responsibilities and as such we will:

- a. always disclose a personal interest that could, now or in the future, be seen as influencing the performance of our duties. This will be done in accordance with our agency policies and procedures
- b. actively participate with our agency in developing and implementing resolution strategies for any conflict of interest, and
- c. ensure that any conflict of interest is resolved in the public interest.

### 1.3 Contribute to public discussion in an appropriate manner

Commenting on government policy is a matter for Ministers, not employees. Unless prior authorisation has been given, we will not comment to the media on government policy.

Where providing factual information to the public on government policy is a part of our official duties and responsibilities, we will ensure that information is appropriately authorised, and that we properly represent government policy and administration in its intended manner and spirit.

Like any other citizen, we have the right to contribute to public discussions on community and social issues in our private capacity.

In doing so, we will:

- a. take reasonable steps to ensure that any comment we make will be understood as representing our personal views, not those of government
- b. maintain the confidentiality of information we have access to due to our roles, that is not publicly available, and
- c. be aware that personal comments about a public issue may compromise our capacity to perform the duties of our role in an independent, unbiased manner.

### 1.4 Manage participation in external organisations

Our work as a public service employee does not remove our right to be active privately in a political party, professional organisation or trade union.

As a member of a political party, however, we are aware that participating in activities in the public arena, where we may be identified as a public service employee, can give rise to a perception of conflict of interest (see section 1.2). Where this situation arises, we will declare and manage our activities in accordance with our agency's policies.

If we are elected as workplace representatives or officials of a trade union or professional association, we are not required to seek permission from our workplace before speaking publicly in that capacity, and we will make it clear that our comments are made only on behalf of that organisation.

In all instances, we will comply with the appropriate laws of privacy, confidentiality and information management.

## 1.5 Demonstrate a high standard of workplace behaviour and personal conduct

We have a responsibility to always conduct and present ourselves in a professional manner, and demonstrate respect for all persons, whether fellow employees, clients or members of the public.

We will:

- a. treat co-workers, clients and members of the public with courtesy and respect, be appropriate in our relationships with them, and recognise that others have the right to hold views which may differ from our own
- b. ensure our conduct reflects our commitment to a workplace that is inclusive and free from harassment
- c. ensure our fitness for duty, and the safety, health and welfare of ourselves and others in the workplace, whether co-workers or clients
- d. ensure our private conduct maintains the integrity of the public service and our ability to perform our duties, and
- e. comply with legislative and/or policy obligations to report employee criminal charges and convictions.

# Principle and values

## 2 Promoting the public good

The *Public Sector Ethics Act 1994* states:

In recognition that the public sector is the mechanism through which the elected representatives deliver programs and services for the benefit of the people of Queensland, public service agencies, public sector entities and public officials -

- a. accept and value their duty to be responsive to both the requirements of government and to the public interest;
- b. accept and value their duty to engage the community in developing and effecting official public sector priorities, policies and decisions;
- c. accept and value their duty to manage public resources effectively, efficiently and economically;
- d. value and seek to achieve excellence in service delivery; and
- e. value and seek to achieve enhanced integration of services to better service clients.

## Standards of conduct

### 2.1 Commit to excellence in service delivery

Public service agencies are entrusted with public funds to develop and deliver services to the community on behalf of government.

We have a responsibility to:

- a. deliver services fairly, courteously, effectively, and ensure we use resources efficiently and economically
- b. assist all members of the community, particularly people with disabilities, those who speak languages other than English, and those who may find it difficult to access government services, and
- c. treat complaints from clients and the community seriously and respond to constructive feedback as an opportunity for improvement.

## 2.2 Ensure appropriate community engagement

Community participation is crucial to the development of quality government planning and decision-making processes.

We have a responsibility, where appropriate and in accordance with our official duties, to:

- a. listen and respond to issues and concerns raised by individuals or communities
- b. consult with the public to assist in the development of public policy, and
- c. assist in raising community awareness about public issues and policies.

## 2.3 Work as an integrated service

In order to deliver excellence in customer service, we will work together to address complex issues and provide integrated services to the community.

We have a responsibility, where appropriate and in accordance with our official duties, to:

- a. share information across Queensland public service agencies, where permitted by law, to enhance the seamless delivery of services
- b. share common-use assets, accommodation, and infrastructure within Queensland public service agencies to generate economies and efficiencies
- c. collectively plan and deliver related programs and services within Queensland public service agencies, and
- d. work cohesively at the local, regional, state and national levels to provide integrated services.

# Principle and values

## 3 Commitment to the system of government

The *Public Sector Ethics Act 1994* states:

In recognition that the public sector has a duty to uphold the system of government and the laws of the State, Commonwealth and local government, public service agencies, public sector entities and public officials -

- a. accept and value their duty to uphold the system of government and the laws of the State, the Commonwealth and local government;
- b. are committed to effecting official public sector priorities, policies and decisions professionally and impartially; and
- c. accept and value their duty to operate within the framework of Ministerial responsibility to government, the Parliament and the community.

(This) does not limit the responsibility of a public service agency, public sector entity or public sector official to act independently of government if the independence of the agency, entity or official is required by legislation or government policy, or is a customary feature of the work of the agency, entity or official.

## Standards of conduct

### 3.1 Commit to our roles in public service

Our role is to undertake our duties, and to give effect to the policies of the elected government, regardless of its political complexion.

We will:

- a. accept that the elected government has the right to determine policy and priorities
- b. be responsive to the government of the day and implement decisions and policies professionally and impartially
- c. comply with the laws of State, Australian and local governments
- d. comply with all relevant awards, certified agreements, subsidiary agreements, directives, whole-of-government policies and standards, and
- e. adhere to the policies, organisational values and organisational documents of our employing agency.

### 3.2 Maintain appropriate relationships with Ministerial staff

Ministerial advisors and the public service share a common commitment to serving the government of the day. Central to good government, and the ability to carry out the designated role of the public service, are positive and productive interactions between the administrative and political arms of government.

If providing advice to Ministers is a part of our role, we will ensure our interactions are positive and productive when engaging with ministerial staff.

Ministerial staff are not empowered to direct public service employees in their own right. If this occurs, we will bring this to the attention of our agency's senior management.

### **3.3 Ensure proper communication with Members of Parliament**

We have the right to communicate directly with a Member of Parliament on any issue affecting us as a private citizen. In communicating with Members as private citizens, we will maintain the confidentiality of information that is not publicly available, and we have access to due to our roles.

# Principle and values

## 4 Accountability and transparency

The *Public Sector Ethics Act 1994* states:

In recognition that public trust in public office requires high standards of public administration, public service agencies, public sector entities and public officials -

- a. are committed to exercising proper diligence, care and attention;
- b. are committed to using public resources in an effective and accountable way;
- c. are committed to managing information as openly as practicable within the legal framework;
- d. value and seek to achieve high standards of public administration;
- e. value and seek to innovate and continuously improve performance; and
- f. value and seek to operate within a framework of mutual obligation and shared responsibility between public service agencies, public sector entities and public officials.

## Standards of conduct

### 4.1 Ensure diligence in public administration

We have an obligation to seek to achieve high standards of public administration and perform our duties to the best of our abilities.

We will:

- a. apply due care in our work, and provide accurate and impartial advice to all clients whether members of the public, public service agencies, or any level of government
- b. treat all people equitably and consistently, and demonstrate the principles of procedural fairness and natural justice when making decisions
- c. exercise our lawful powers and authority with care and for the purpose for which these were granted, and
- d. comply with all reasonable and lawful instructions, whether or not we personally agree with a given policy direction.

## 4.2 Ensure transparency in our business dealings

In order to ensure all government dealings with private industry are conducted with the highest level of integrity we will ensure:

- a. our business meetings with persons who were formerly Ministers, Parliamentary Secretaries or senior government representatives are not on matters those persons had official dealings with in their recent previous employment in accordance with government policy
- b. any engagement we have with lobbyists is properly recorded, and
- c. we manage gifts, benefits or hospitality in accordance with our agency policies.

## 4.3 Ensure appropriate use of official resources, public property and facilities

We are accountable for all resources that we use in the course of our duties.

We will:

- a. be economical, and avoid waste and extravagance in the use of public resources for proper purposes
- b. use any public resource in accordance with official policies
- c. purchase, manage and care for public resources in accordance with official policies, and
- d. responsibly utilise human assets such as corporate knowledge and intellectual property, as public resources.

## 4.4 Ensure appropriate use and disclosure of official information

The public has a right to know the information that is created and used by the government on their behalf. This right is balanced by necessary protections for certain information, including personal information.

Information privacy legislation protects against the misuse of personal information and we have an obligation to ensure the lawful collection and handling of personal information.

In addition, we will :

- a. treat official information with care and use it only for the purpose for which it was collected or authorised
- b. store official information securely, and limit access to those persons requiring it for legitimate purposes, and
- c. not use confidential or privileged information to further personal interests.

We will continue to respect the confidentiality of official information when we leave public service employment.

## 4.5 Commit to innovation and continuous performance improvement

The capacity of the public service to deliver services to the community depends on an innovative and creative workforce, and a commitment to continuously improve the performance of our agency and ourselves.

We each have a responsibility, having regard to our own roles, to:

- a. maintain and develop our professional skills and knowledge
- b. in consultation with our managers, take reasonable steps to identify and apply for development opportunities relevant to our current roles and responsibilities
- c. actively participate in employee performance management processes, including induction, performance planning and development, and
- d. actively contribute to developing and improving business planning and processes, including innovative ways of delivering services.

---

## For more information

If you need assistance about how this Code relates to you, please contact your agency's Ethical Standards or Human Resources area.

For further advice about the operation of this Code, you may wish to contact the Public Service Commission (PSC) Advisory Service on 1300 038 472.

Copies of this Code of Conduct for the Queensland Public Service, plus additional supporting information can be accessed at [www.ethics.qld.gov.au](http://www.ethics.qld.gov.au).

Published on DES Disclosure Log  
RTI Act 2009

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



We recognise our important role as stewards of Queensland's natural environment and cultural and built heritage to ensure these unique assets are protected and sustainably managed for future generations to enjoy. We contribute to Queensland's economic prosperity through enabling ecologically sustainable development; facilitating eco, nature-based, heritage, arts and cultural tourism; and investing in and supporting the science and arts sectors.

## Our vision

Our environment, science and the arts enrich Queenslanders' lives now and into the future.

## Our purpose

- Protect and sustainably manage Queensland's environment and natural, cultural and heritage values.
- Safeguard the state's environmental values, and reduce impacts from environmental harm.
- Promote the development of, and engagement with, science, heritage and the arts.

## Our contribution to the government's objectives for the community

The department contributes to the government's objectives for the community, *Our Future State: Advancing Queensland's Priorities* through:



**Protect the Great Barrier Reef**—reducing Queensland's contribution to climate change through delivery of transition and adaptation programs; improving water quality through the Queensland Reef Water Quality Program; delivering reef joint field management services with the Australian Government



**Create jobs in a strong economy**—facilitating sustainable development; identifying opportunities to support growth in eco, nature-based, heritage, arts and cultural tourism



**Give all our children a great start**—supporting arts programs and developing science, technology, engineering and mathematics (STEM) learning pathways for young children; providing opportunities for children to learn about and experience the natural environment and cultural and heritage values



**Keep Queenslanders healthy**—promoting active recreation in parks and forests; clean and healthy air, land and water through monitoring and regulation; supporting life sciences sector research, technologies and arts engagement that improve health outcomes



**Keep communities safe**—responding to natural disasters and threats to the environment, including pollution; identifying and investigating allegations of non-compliance against Queensland's environmental laws; protecting urban and natural areas through fire management in parks and forests



**Be a responsive government**—engaging, collaborating and partnering with Traditional Owners and key stakeholders; investigating and implementing innovative service delivery practices and technologies; designing and delivering improved customer-focused services.

## Our values



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people

## Our opportunities

- Provide stewardship for future generations through early engagement in the environment, science and the arts.
- Transform our customer experience and the way we do business through new digital technologies.
- Collaborate and build partnerships beyond traditional boundaries—global, government and community—to deliver best practice and solutions to complex problems.

## Our challenges and risks

- Balancing environmental protection with economic development.
- Building and maintaining agility to anticipate and respond to emerging trends and issues, and to balance a future focus with current demands.
- Adapting our service delivery models and workforce profile to respond to major economic and social shifts brought about by technological transformation, and government and community expectations.

| GOVERNMENT OBJECTIVES                                                                                                                            | Our OBJECTIVES                                                                              | Our STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Our OUTCOME INDICATORS                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Protect the Great Barrier Reef</b><br><b>Be a responsive government</b>                                                                       | <b>Protection measures through robust policy, standards and insight</b>                     | <ul style="list-style-type: none"> <li>Set policy, standards and initiatives, underpinned by science, to protect Queensland's natural, cultural and heritage values and ecosystems</li> <li>Provide leading-edge scientific advice, research, data and analysis to support government decision making</li> <li>Lead the progress towards 2025 Great Barrier Reef water quality targets</li> <li>Lead the government's Reef 2050 Long-Term Sustainability Plan contribution, including delivery of the reef joint field management program, in partnership with the Australian Government</li> <li>Lead the implementation of the Queensland Reef Water Quality Program</li> <li>Lead the progress towards a 30% reduction in net greenhouse gas emissions by 2030</li> <li>Develop and deliver:               <ul style="list-style-type: none"> <li>Protected Area Strategy</li> <li>Koala Conservation Strategy</li> <li>Land Restoration Fund</li> <li>Climate change transition and adaptation programs</li> <li>Amended reef regulations</li> <li>Programs to reduce pollutant run-off from reef catchments</li> <li>Accelerated Science Delivery initiative</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Queensland's contribution towards 2025 targets of:               <ul style="list-style-type: none"> <li>60% reduction in anthropogenic end-of-catchment dissolved inorganic nitrogen loads</li> <li>25% reduction in anthropogenic end-of-catchment loads of sediment</li> </ul> </li> <li>Increase in the percentage of Queensland's land area that is protected</li> </ul> |
| <b>Create jobs in a strong economy</b><br><b>Keep Queenslanders healthy</b><br><b>Keep communities safe</b><br><b>Be a responsive government</b> | <b>Partnerships assist betterment of natural and cultural assets</b>                        | <ul style="list-style-type: none"> <li>Enhance protected area management practices and partnerships and revitalise critical infrastructure that supports nature-based tourism</li> <li>Enhance protected area, nature-based tourism and recreation opportunities, and progress flagship ecotourism projects</li> <li>Engage with partners and communities to minimise negative interactions with wildlife and protect Queensland's ecosystems, habitats and species</li> <li>Manage Queensland's major arts and cultural assets</li> <li>Proactively engage with Traditional Owners and Aboriginal and Torres Strait Islander peoples to develop sustainable partnership arrangements</li> <li>Work with local councils and communities to support access to arts and cultural experiences</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Key natural values on priority national parks are maintained or improved</li> <li>Increased community awareness through the Crocwise public safety education program</li> <li>Increased utilisation of, and visitation to, state-owned cultural facilities</li> <li>Increased involvement of Traditional Owners in land management</li> </ul>                                |
| <b>Create jobs in a strong economy</b><br><b>Keep Queenslanders healthy</b><br><b>Keep communities safe</b><br><b>Be a responsive government</b> | <b>Appropriate community and industry behaviours through targeted advice and regulation</b> | <ul style="list-style-type: none"> <li>Work with industry, community and stakeholders to manage impacts on the environment and enhance monitoring of environmental performance</li> <li>Deliver an improved regulatory framework that proactively manages and monitors environmental and conservation risks, including financial assurance</li> <li>Develop and deliver:               <ul style="list-style-type: none"> <li>Queensland's waste strategy</li> <li>Single-use plastic shopping bag ban</li> <li>Container refund scheme</li> <li>Queensland Environmental Regulator program</li> <li>Mined land rehabilitation policy legislative framework</li> <li>Enhanced Statewide Landcover and Trees Study</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Increased public access to a wider range of online compliance and enforcement data</li> <li>A reduction in overall risk to the environment</li> </ul>                                                                                                                                                                                                                        |
| <b>Create jobs in a strong economy</b><br><b>Give all our children a great start</b>                                                             | <b>Stewardship fostered through investment and collaboration</b>                            | <ul style="list-style-type: none"> <li>Manage investment programs and initiatives to:               <ul style="list-style-type: none"> <li>support and grow individual artists, arts and cultural organisations</li> <li>build capability and engage future generations in science</li> <li>support a range of environmental and heritage protection activities</li> </ul> </li> <li>Develop and deliver:               <ul style="list-style-type: none"> <li>Arts Investment Framework</li> <li>Queensland Science: future international collaboration report</li> <li>Citizen Science Strategy</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Increased community participation in arts, science and the environment through grants programs</li> <li>Increased national and international science collaborations and partnerships</li> </ul>                                                                                                                                                                              |
| <b>Be a responsive government</b>                                                                                                                | <b>High-performing organisation delivering value to the community</b>                       | <ul style="list-style-type: none"> <li>Continue to develop our leadership and cultural capability skills</li> <li>Maintain a proactive approach to a safe and healthy workforce and risk management, including becoming a White Ribbon Accredited Workplace</li> <li>Ensure strong corporate and financial governance and integrity</li> <li>Redefine our services through maximising business process redesign, digital technologies, innovation and collaboration</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Continued improvement in Working for Queensland survey results</li> <li>Improved workplace safety</li> <li>Service delivery improvements designed around the customer/user</li> <li>Customer satisfaction with service delivery</li> </ul>                                                                                                                                   |

## Some of what we manage

Nearly  
**17 million ha**  
 protected areas  
 and state forests

**17,500+ sites**  
 regulated under  
 environmental  
 authorities

**356,200km<sup>2</sup>**  
 Great Barrier Reef  
 and state marine  
 parks

**860,000 flora**  
 specimens curated  
 at the Queensland  
 Herbarium

**337 fauna**  
**960 flora**  
 species  
 protected

**64 million visitors**  
 to our parks, forests and  
 arts and cultural facilities

## Enforcement Guidelines

Prepared by: Litigation Unit, Department of Environment and Heritage Protection

© State of Queensland, 2016

The Queensland Government supports and encourages the dissemination and exchange of its information. The copyright in this publication is licensed under a Creative Commons Attribution 3.0 Australia (CC BY) licence.



Under this licence you are free, without having to seek our permission, to use this publication in accordance with the licence terms.

You must keep intact the copyright notice and attribute the State of Queensland as the source of the publication.

For more information on this licence, visit <http://creativecommons.org/licenses/by/3.0/au/deed.en>

#### **Disclaimer**

These guidelines do not bind the department in the exercise of its discretion with respect to the use of its statutory tools and initiation of legal proceedings. It is intended as a guide only.

If you need to access this document in a language other than English, please call the Translating and Interpreting Service (TIS National) on 131 450 and ask them to telephone Library Services on +61 7 3170 5470.

This publication can be made available in an alternative format (e.g. large print or audiotape) on request for people with vision impairment; phone +61 7 3170 5470 or email <library@ehp.qld.gov.au>.

February 2016

# Contents

|       |                                                                                         |    |
|-------|-----------------------------------------------------------------------------------------|----|
| 1     | Introduction .....                                                                      | 1  |
| 1.1   | Scope .....                                                                             | 1  |
| 1.2   | Purpose .....                                                                           | 1  |
| 1.3   | Procedure .....                                                                         | 2  |
| 1.4   | Principles .....                                                                        | 3  |
| 2     | Who enforcement action will be taken against .....                                      | 4  |
| 2.1   | Identification of offender(s) .....                                                     | 4  |
| 2.2   | Notification .....                                                                      | 4  |
| 2.3   | Corporate liability .....                                                               | 4  |
| 2.4   | Liability of employees and contractors .....                                            | 4  |
| 2.5   | Liability of directors and executive officers .....                                     | 5  |
| 2.6   | Unlicensed operators .....                                                              | 5  |
| 2.7   | Liability of external administrators .....                                              | 6  |
| 2.8   | Liability of government agencies .....                                                  | 6  |
| 3     | Choice of enforcement action .....                                                      | 7  |
| 3.1   | Determining seriousness of a breach of legislation .....                                | 7  |
| 3.1.1 | Objectives of legislation .....                                                         | 7  |
| 3.1.2 | Impact .....                                                                            | 7  |
| 3.1.3 | Culpability .....                                                                       | 8  |
|       | Table 1. Criteria to be considered in determining impact of breach .....                | 9  |
|       | Table 2. Criteria to be considered in determining culpability of alleged offender ..... | 10 |
| 3.2   | Application of objectives of legislation, impact, and culpability to offence .....      | 11 |
| 4     | Warning notices and letters .....                                                       | 12 |
| 5     | Infringement notices .....                                                              | 13 |
| 6     | Administrative actions .....                                                            | 14 |
| 7     | Civil proceedings for court orders .....                                                | 15 |
| 8     | Enforceable Undertakings .....                                                          | 16 |
| 9     | Prosecution .....                                                                       | 17 |
| 9.1   | The decision to prosecute .....                                                         | 17 |
| 9.1.1 | Prospects of success .....                                                              | 17 |
| 9.1.2 | Public interest considerations .....                                                    | 17 |
| 9.2   | Choice of charges .....                                                                 | 18 |
| 9.3   | Mode of trial – summary or indictable proceedings .....                                 | 18 |
| 9.4   | Charge negotiations .....                                                               | 18 |
| 9.5   | Sentencing considerations .....                                                         | 19 |
| 9.6   | Sentencing orders .....                                                                 | 19 |
| 9.7   | Recording of Convictions .....                                                          | 19 |
| 9.8   | Appeals against sentence .....                                                          | 20 |
| 10    | Suspension or cancellation of licence, permit or authority .....                        | 21 |

# 1 Introduction

Queensland's economic, social and ecological welfare relies upon the sustainable management of its environment and conservation of its heritage.

The Queensland Government is committed to ecologically sustainable development—protecting the ecological processes on which life depends while allowing for development that improves the total quality of life, both now and in the future.

The Department of Environment and Heritage Protection is the government's lead agency for the administration of legislation that protects and manages Queensland's environment and heritage. The department has produced a solid policy platform on which it has built partnerships with the community and industry to encourage greater understanding of sustainable environmental and heritage practices and support for innovation.

To build a culture of voluntary compliance—where business and industry take responsibility for ensuring that their activities do not cause unlawful harm to the environment or heritage—the department will sometimes need to take enforcement action. Enforcement action provides a strong deterrent to non-compliance.

The effective protection of the environment and heritage, as well as good regulatory practice, calls for the department to have clear guidelines governing the taking of enforcement action. These Enforcement Guidelines complement the department's Regulatory Strategy, Annual Compliance Plan, and other documents which set out the department's approach to its enforcement activities (available on the department's website).

To the extent possible in the circumstances, it is the goal of the department's enforcement responses to:

- reinforce legal obligations under environmental and heritage legislation;
- achieve outcomes consistent with environmental and heritage legislation;
- deter non-compliant behaviour; and
- assertively apply consistent and proportionate enforcement action.

## 1.1 Scope

The department administers a number of pieces of legislation, including:

- *Coastal Protection and Management Act 1995*
- *Environmental Protection Act 1994*
- *Nature Conservation Act 1992* (with respect to the protection and management of wildlife and World Heritage)
- *Queensland Heritage Act 1992*
- *Sustainable Planning Act 2009* (with respect to those parts relevant to the department)
- *Waste Reduction and Recycling Act 2011*
- *Water Act 2000* (Chapter 3).

Under these pieces of legislation there are also a number of different government authorities that may also have delegated or devolved powers, such as the police or local governments. To ensure consistency and transparency of enforcement actions, these enforcement guidelines apply to all decisions about enforcement action made by the department in administering its legislation. It is also intended to guide decisions made under this legislation by other authorities, however it does not bind these authorities.

## 1.2 Purpose

These enforcement guidelines assist the department and other relevant authorities in making decisions about taking enforcement action under legislation administered by the department. The guidelines set out principles of a general nature to provide an understanding of how the department will approach enforcement.

The department publishes its enforcement guidelines as part of its commitment to transparency in its compliance activities, and to educate the public about the department's expectations and compliance approach. People and businesses who have specific obligations under legislation administered by the department are encouraged to familiarise themselves with these guidelines.

It is important to note that these are guidelines and not directions. They are designed to assist the making of enforcement decisions to achieve consistency, efficiency, effectiveness and transparency in the administration of legislation by the department.

### 1.3 Procedure

The department will assess all notifications it receives of possible breaches of its legislation, and based on these assessments and any associated investigations, will make decisions as to the appropriate response. In some cases, the decision may be to take no action, for example, if an investigation reveals that no breach of the legislation has taken place. In some cases, the department may provide advice, guidance, or assistance to help a person comply with the legislation. In other cases, it may be necessary for the department to take enforcement action in response to a breach of the legislation.

In these guidelines, enforcement action includes any action taken to punish a breach of legislation administered by the department, to deter or prevent a person or persons from committing future breaches of the legislation, or to require someone to remedy or stop committing a breach of the legislation. Enforcement actions do not include measures intended only to inform or educate a person, and do not include investigations into alleged breaches of legislation although such investigations may be required to inform various enforcement actions.

The range of enforcement actions available to the department includes:

- warning notices and letters;
- penalty infringement notices;
- administrative notices and orders made under legislation;
- proceedings for court orders provided for under legislation;
- prosecution; and
- suspension or cancellation of permit, licence or authority.

Sometimes a number of enforcement actions may be taken in combination.

From time to time, the department becomes aware of matters that are offences against legislation it administers, and which are also offences against legislation administered by another government agency. In these circumstances, the following principles will apply:

- The department may consult the other agency to determine which agency should lead any investigation, and which agency would be the appropriate agency to take any enforcement action. There may be circumstances in which it is appropriate for a joint investigation to take place, and for each agency to take its own enforcement action.
- The department may be the appropriate agency to lead an investigation or take enforcement action where one or more of the following applies:
  - The subject matter is more closely aligned with the department's portfolio of responsibilities than that of the other agency.
  - Enforcement action by the department would more effectively prevent or remedy impacts on the environment or heritage than enforcement action by the other agency.
  - The penalties that apply for the offence under the department's legislation reflect the seriousness of the offence more accurately than the penalties under the other agency's legislation.
- The department will refer a matter to a local government for investigation or enforcement action where the matter is within the devolved responsibility of the local government.
- Where fraud or dishonesty or other criminal offences are involved, the department may refer the matter to the Queensland Police Service, the Australian Federal Police or other authorities as appropriate.

## 1.4 Principles

The following principles guide the department in making decision about taking enforcement action:

- Enforcement action will be proportionate to the seriousness of the breach.
- Decisions about enforcement action will be impartial, based on available evidence, and on the strategic objectives of the department.
- Where enforcement action involves litigation, the department is bound by the Queensland Government's Model Litigant Principles, which can be found on the Department of Justice and Attorney General website at [www.justice.qld.gov.au](http://www.justice.qld.gov.au). The principles ensure that, when conducting litigation, the department meets the community's and the courts' expectations that the State conduct itself in a manner which exemplifies the principles of justice, and that State's power be used in the public interest.

The department is guided by the overriding principle that enforcement action must not be taken for improper purposes. A decision whether or not to take enforcement action will not be influenced by factors such as:

- the alleged offender's gender, ethnicity, nationality, political associations, religion or beliefs;
- a departmental employee's personal feelings towards the alleged offender or the victim;
- possible political advantage or disadvantage to a government or any political group or party; or
- the possible effect of the decision on the personal or professional circumstances of those responsible for the decision.

## 2 Who enforcement action will be taken against

One of the main aims of Parliament in making a breach of the law a criminal offence is to deter the offenders and others from similar behaviour. By extending criminal liability to many people (for example, landowners and directors and managers of corporations), the law generates increased awareness and responsibility for environmental performance and heritage management within corporate structures and throughout the community.

Situations can arise where a number of people may be responsible for the commission of an offence and may therefore be liable for enforcement action. The department recognises that it may not always be appropriate to take enforcement action against every person who may be liable for an offence. The following sections set out what the department will consider when determining who enforcement action may be taken against.

### 2.1 Identification of offender(s)

In determining who was responsible for an offence, the department will take the following considerations into account:

- Who was primarily responsible for the offence, that is:
  - who committed the act;
  - who formed the intention (if relevant);
  - who created the material circumstances leading to the alleged offence; and
  - who benefited from the offence;
- What was the role of each alleged offender (where there is more than one alleged offender).

### 2.2 Notification

The department will also take into account any notification it receives of a breach by an alleged offender. It will specifically consider whether:

- the alleged offender notified the department of the breach promptly;
- the information assisted in the control or mitigation of any impacts on the environment or heritage;
- the information substantially aided the department's investigation of the incident;
- the information was available from other sources;
- there was a failure to comply with an obligation to notify the department of the breach, and/or
- the notification occurred prior to the department or any other regulatory body obtaining knowledge of the breach.

### 2.3 Corporate liability

Corporations as well as individuals can be liable for offences against legislation. Where an offence is committed by employees, agents or officers of a corporation in the course of their employment, proceedings will usually be commenced against the corporation. Where, however, the offence has occurred because the employee, agent or officer has committed an offence of their own volition, outside the scope of their employment or authority, proceedings may be instituted against the employee, agent or officer and not against the corporation. Another factor which will be considered is the existence and effective implementation of any training and compliance programs of the corporation.

### 2.4 Liability of employees and contractors

Employees' obligations under the department's legislation cannot be overridden by an instruction from their employer—it is not a defence for an employee to assert that he or she was acting under direction from a supervisor, although this may be a consideration and a mitigating factor in sentencing or choice of appropriate enforcement action. This principle equally applies to contractors. Therefore the guiding principle in deciding whether to pursue an employee or a contractor is their degree of culpability or responsibility.

In addition to the issues set out in section 3.1.3, factors to be considered in assessing the degree of culpability include:

- whether the employee or contractor knew or should have known that the activity was likely to be illegal or inappropriate;
- the seniority of the employee and the scope of their duties;
- whether, having regard to the employee's seniority and employment duties or the contractor's contract, the employee or contractor had taken reasonable steps to draw to the attention of the employer or any other relevant person the impropriety of the practice; and
- whether the employee or contractor has taken reasonable steps to mitigate or prevent any impacts (if it was in the employee's or contractor's power to do so).

## 2.5 Liability of directors and executive officers

Most of the legislation administered by the department contains provisions extending liability for offences committed by a corporation to its executive officers.

When determining whether to take enforcement action against an executive officer in accordance with such a provision, the key consideration will be whether the person had actual control or influence over the conduct of the corporation in a relevant respect. As a general policy, the department will take enforcement action under the executive officer liability provisions only where evidence links the person with the corporation's illegal activity. That evidence will need to show, for example, that the executive officer:

- intended to engage in the action or omission;
- was negligent or reckless with respect to the action or omission;
- intended to deceive the department; or
- failed to monitor or periodically assess and manage risks associated with the corporation's relevant activities or review supporting systems and programs.

The general legislative exceptions to executive officer liability are that:

- the executive officer was not in a position to influence the corporation's conduct; or
- the officer took all reasonable steps to ensure that the corporation complied with the law.

The department may take the view that reasonable steps were taken to ensure that the corporation complied with the law where it can be demonstrated the executive officer ensured that:

- the corporation had an effective environmental or heritage risk management system in place which was aimed at ensuring compliance with relevant legislative requirements;
- all staff were aware of the system;
- the system had been effectively implemented throughout the corporation; and
- the system was regularly reviewed and was amended when necessary.

## 2.6 Unlicensed operators

When considering enforcement action against people conducting regulated activities without necessary approvals ('unlicensed operators'), the following principles apply:

- The department's first priority is to ensure that any risk of harm or impacts from an unlicensed operation is appropriately managed.
- The department will work cooperatively with other regulators who may also have responsibility for regulating the unlicensed activity (for example, an unlicensed industrial site may have failed to obtain a development approval from local government as well as an environmental authority from the department).
- In deciding the appropriate response, the department will take account of the level of competitive advantage enjoyed by the unlicensed operator as one factor for consideration, however in most cases, some type of enforcement action will be taken in response to an unlicensed operator.

- In rare cases, the department will defer enforcement action until an unlicensed operator has had the opportunity to obtain a licence and operate lawfully. In such cases the operator will be expected to meet contemporary standards for the management of its environmental risk.
- Where the offence is serious or persistent, the department will consider prosecution.

## 2.7 Liability of external administrators

In terms of ensuring compliance with legislation administered by the department, external administrators (including liquidators, receivers and managers and administrators) who are responsible for the management of a corporation, will be subject to the same considerations as other executive officers. External administrators who assume control of a corporation and become aware of activities or conduct that breaches legislation administered by the department should ensure that the activity or conduct ceases and that the department is informed of the activity or conduct. External administrators should also ensure that the company complies with any notices or orders given to the company by the department as far as is possible given the provisions of the *Corporations Act 2001*.

## 2.8 Liability of government agencies

The legislation administered by the department binds all persons, including government agencies. The decision to take enforcement action against a government agency will depend on whether to do so is in the public interest. The department acknowledges that there are two competing factors:

- That legislation administered by the department applies equally to both the private and public sectors, and the public has an expectation that both sectors will be treated equally.
- That it is the taxpayer who bears both the costs of a prosecution and ultimately any penalty imposed upon a public authority.

A decision about taking enforcement action against a government agency will consider these factors, together with the other matters set out in these guidelines.

## 3 Choice of enforcement action

### 3.1 Determining seriousness of a breach of legislation

The department determines the seriousness of a breach of legislation by reference to three general considerations:

- The objectives of the relevant legislation including the type of impact the offence provision is designed to deter or prevent.
- The actual or potential impact of the offence.
- The level of culpability of the alleged offender.

The seriousness of the breach of the legislation will inform the decision on the appropriate enforcement action taken in response to the offence. This guideline sets out five levels of seriousness for breaches of legislation: low, minor, moderate, major, and serious. Outlined below are some criteria which can be used to assist the department in assessing the level of seriousness of a breach. The tables below regarding the impacts of the offence and the level of culpability of the alleged offender indicate the way the level of seriousness may be determined for each of these considerations. The final assigned level of seriousness of the breach will balance each of these considerations.

#### 3.1.1 Objectives of legislation

The objectives or purpose of any legislation are generally outlined at the beginning of the legislation, and provide context to the following legislative provisions. To determine the purpose of the particular offence provision, often it is useful to refer to both the objectives of the legislation and to other documents such as the explanatory notes or Parliamentary speeches.

The seriousness with which the Legislature views an offence may often be apparent by maximum penalty or class of offence assigned to it in the legislation. Where legislation designates levels or classes of offence, this will be considered in deciding the appropriate enforcement response.

#### 3.1.2 Impact

The impact of an offence can be characterised by reference to the effects or consequences of the offence and also by reference to the act or omission the offence provision has been designed to prevent or deter (see the objectives of the legislation discussed above).

To determine the level of impact, for example for the offence of contravention of an environmental authority condition, reference may be made to the level and extent of impact on the environment resulting from the breach. Similarly, the level of impact of an offence involving unauthorised works on a heritage place may be measured by the level and extent of impact to the building, structure or place. For conservation offences, the level of impact may be measured both by the impact on the specific wildlife or protected area involved, and by reference to impacts or potential impacts on the species or protected area.

An offence not involving environmental, heritage or conservation impacts, for example for the offence of the providing false or misleading information to the department, may be characterised as an administrative offence. This does not mean that the offence is not serious. The seriousness of the impacts for administrative offences can be measured by reference to the impact on the legislative scheme or records the administrative requirements support. For example, the wilful provision of false or misleading annual returns to the department seriously undermines its ability to effectively administer its legislation. Examples of administrative offences include:

- failure to notify the department of a breach or non-compliance with the legislation;
- fraud or a breach that undermines a legislative scheme (e.g. failure to pay financial assurance, registration or other fees etc.);
- the provision of false or misleading statements in applications or other material submitted to the department;
- fraud or breach in a reporting requirement (e.g. failure to notify the department of an environmental incident); and
- failure to implement preventative measures (e.g. failure to train staff on Environmental Management Plans and procedures).

There may be some overlap between administrative offences and environmental, heritage or conservation offences.

Five levels of impacts have been developed to assist the department in classifying the seriousness of an alleged offence and inform a decision on the appropriate enforcement response (refer to Table 1 – Criteria to be considered in determining impact of breach). These levels also include the risk or potential impact of an alleged offence. If an offence satisfies criteria across a range of the impact levels, generally, it will be assigned the highest applicable level. For example, if there is an incident which has caused permanent impacts on the environment (which falls into the serious level), however the level of public concern is low (which falls into the minor level); the matter will be regarded as serious.

### **3.1.3 Culpability**

Culpability refers to the blame and responsibility of the alleged offender for the alleged offence. Three levels of culpability have been developed which, along with the levels of impact, will assist the department in classifying the seriousness of an alleged offence and therefore determine the appropriate enforcement response (refer to Table 2 – Criteria to be considered in determining culpability of alleged offender). Again, if an alleged offender has satisfied criteria across a range of the levels, the most serious category will be assigned.

**Table 1. Criteria to be considered in determining impact of breach**

| IMPACT | 5<br>Serious impact or risk of impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 4<br>Major impact or risk of impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 3<br>Moderate impact or risk of impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2<br>Minor impact or risk of impact                                                                                                                                                                                                                                                                                                                                                                                                      | 1<br>Low impact or risk of impact                                                                                                                                                                                                                         |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|        | <ul style="list-style-type: none"> <li>permanent, or potential for permanent, long-term impact on the environment, heritage or animal;</li> <li>impact on the environment or heritage is on or potentially on a wide-scale, or of great intensity;</li> <li>widespread or high level of public concern about the incident; and/or</li> <li>where offence is of an administrative nature, it severely undermines the legislative scheme or the offender wilfully provides false or misleading information.</li> </ul> | <ul style="list-style-type: none"> <li>medium to long-term impact, or potential impact, on the environment, heritage or animal;</li> <li>impact on the environment or heritage is on or potentially on a medium to wide-scale, or of medium to great intensity;</li> <li>high level of public concern; and/or</li> <li>where the offence is of an administrative nature, it undermines the legislative scheme or the offender conceals information or avoids liability for fees or taking necessary actions to prevent offence.</li> </ul> | <ul style="list-style-type: none"> <li>temporary to medium-term impact, or potential impact, on the environment, heritage or animal;</li> <li>impact on the environment or heritage is on or potentially on a localised to medium scale, or is of a low to medium intensity;</li> <li>moderate level of public concern; and/or</li> <li>where the offence is of an administrative nature, it has a moderate impact on the legislative scheme, or the offender recklessly fails to comply with administrative requirement.</li> </ul> | <ul style="list-style-type: none"> <li>transient impact, or potential impact, on the environment, heritage, or animal;</li> <li>impact on the environment or heritage is on or potentially on a localised scale, or is of a low intensity;</li> <li>low level of public concern; and/or</li> <li>where the offence is of an administrative nature, it has no impact on the legislative scheme or is of an inadvertent nature.</li> </ul> | <ul style="list-style-type: none"> <li>no impact, or potential impact, on the environment, heritage or animal;</li> <li>no public concern; and/or</li> <li>where the offence is of an administrative nature, it could not have been prevented.</li> </ul> |

**Table 2. Criteria to be considered in determining culpability of alleged offender**

| CULPABILITY | 3<br>Serious culpability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2<br>Moderate culpability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 1<br>Low culpability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|             | <ul style="list-style-type: none"> <li>• intentional or wilful acts;</li> <li>• past non-compliances or convictions involving the same or similar legislative provisions;</li> <li>• non-compliances of an ongoing duration;</li> <li>• no attempt at clean-up or remedial action undertaken;</li> <li>• motivated by profit or clearly benefits from the non-compliance;</li> <li>• involves fraud or serious misleading conduct;</li> <li>• failure to notify the department effectively or notification outside of reasonable timeframes;</li> <li>• wilful ignorance of clear directions or warnings (from either employees, consultants, the department, or other government officers) which may have prevented or mitigated the impact; and/or</li> <li>• the impact or risk of impact was obvious and/or preventable by implementing or following accepted industry standards.</li> </ul> | <ul style="list-style-type: none"> <li>• careless acts;</li> <li>• isolated prior non-compliances with legislation or similar legislation;</li> <li>• non-compliance of an medium duration;</li> <li>• genuine attempt at remediation or remediation partially effective;</li> <li>• attempt at notification of department of incident within reasonable timeframe;</li> <li>• may have benefitted from the non-compliance;</li> <li>• was aware of the risk of impact or the impact was foreseeable; and/or</li> <li>• the impact or risk of impact may have been prevented by following accepted industry standards.</li> </ul> | <ul style="list-style-type: none"> <li>• inadvertent acts;</li> <li>• no prior non-compliances with legislation or similar legislation;</li> <li>• non-compliance of short-term duration;</li> <li>• remediation effective;</li> <li>• notification of department of incident within reasonable timeframe;</li> <li>• did not benefit from the non-compliance;</li> <li>• the impact or risk of impact was not foreseeable; and/or</li> <li>• the impact or risk of impact was not prevented by high standards of operation (greater than accepted industry standards).</li> </ul> |

### 3.2 Application of objectives of legislation, impact, and culpability to offence

The department will exercise its discretion to take any enforcement action it considers appropriate in the circumstances, taking into account the seriousness of the breach of the legislation. The goal of some enforcement actions may be considered punitive, whilst others may be aimed at preventing, deterring or rectifying impacts of offences. Some enforcement actions do both; for example a prosecution may result in a fine (being punitive or a deterrent) and orders to remediate an affected area (rectifying the impacts of the offence).

There are seven general categories of enforcement actions available to the department:

- warning notices and letters;
- infringement notices;
- administrative notices and orders made under legislation;
- proceedings for court orders provided for under legislation;
- enforceable undertakings;
- prosecution; and
- suspension or cancellation of permit, licence or authority.

The choice of the enforcement action will be determined by reference to the seriousness of the breach of legislation and the desired outcome at the conclusion of the action.

As a guide, warning notices and letters are generally reserved for low or minor breaches; infringement notices for minor breaches, administrative notices and orders (with the exception of cancellation of licences or permits) for moderate to serious breaches; enforceable undertakings are considered to be an alternative enforcement action for moderate breaches; and court orders, prosecutions and cancellation of permits or licences are generally reserved for major or serious breaches of legislation.

## 4 Warning notices and letters

Warning notices and letters are generally not provided for in legislation, but are a response that the department may take in response to minor breaches of legislation where the imposition of a financial penalty is not considered appropriate, and where a warning that the offender's conduct is a breach of the legislation is considered a sufficient response.

Warning notices should be used for the most minor breaches of the department's legislation, involving little or no environmental or heritage impact and where the offender has a low level of culpability. They are not appropriate for ongoing or repeated minor breaches to legislation.

## 5 Infringement notices

Infringement notices are a means of dealing with minor breaches of legislation administered by the department which warrant some form of sanction, but which are not serious enough to warrant a prosecution. Such breaches might include a minor contravention of a licence or permit condition, littering of rubbish or cigarette butts, or illegal dumping of waste. Infringement notices have the advantage of allowing an offence to be dealt with quickly and without the time and cost involved in a prosecution.

The issuing of infringement notices is governed by the *State Penalties Enforcement Act 1999*. The offences for which infringement notices can be issued, and the associated penalties, are set out in the *State Penalties Enforcement Regulation 2000*.

While an infringement notice is issued because a person has committed an offence, payment of the penalty does not lead to the recording of a criminal conviction against the person (although the department will record the infringement notice against the person's compliance history). Non-payment of the penalty is recoverable as a debt.

If a person elects to contest the infringement notice, the department will review the matter, confirm that the evidence establishes that an offence has been committed, and if so, commence a prosecution in the Magistrates Court. If a person who contests an infringement notice is found guilty, the Court may impose a penalty higher than the amount of the infringement notice, and may order the payment of costs and the recording of a conviction.

In making decisions about issuing an infringement notice, the department will be guided by the following principles:

- Infringement notices should be issued where the breach is minor and the scale of the impact is known and small.
- An infringement notice will generally not be appropriate where the breach is ongoing.
- Infringement notices should not be issued for multiple offences arising out of the same course of conduct, unless the offences go to separate and distinct aspects of that conduct.
- Infringement notices should be issued only where the facts of the offence are apparently indisputable.
- Infringement notices should be issued only where the infringement notice is likely to act as a deterrent. If an infringement notice is not likely to deter the offender from committing a similar offence in the future, consideration should be given to whether prosecution is a more appropriate response. For example, an infringement notice should not be issued where the benefit gained by the commission of the offence is greater than the fine imposed.
- Infringement notices should be issued as soon as reasonably possible after the offence comes to the attention of the department.

## 6 Administrative actions

Administrative actions are enforcement actions that include the range of notices and orders that the department may issue under legislation it administers in order to secure compliance with obligations under that legislation. They are generally used in response to moderate to serious breaches of the legislation. Administrative actions differ from prosecutions and infringement notices in that they are usually aimed at preventing or rectifying a breach of the legislation, while prosecutions and infringement notices are usually aimed at punishing and/or deterring unlawful conduct.

The department may take an administrative action where:

- it is the most effective means of preventing or rectifying impacts on the environment or heritage; and
- it is reasonable and proportionate in light of all of the relevant circumstances.

The taking of a particular administrative action by the department does not preclude it from taking other enforcement action (including other administrative actions). In order to properly and effectively address breaches of the legislation, a number of enforcement actions may need to be taken either simultaneously or over time as part of a strategy for addressing the offending conduct and achieving a sound environmental or heritage management outcome.

For example, it may be appropriate to issue a notice to conduct an environmental evaluation to a corporation to determine the cause of a particular equipment failure which led to an unlawful emission; however this administrative action does not prevent the department from prosecuting the company for the unlawful emission associated with the equipment failure. In this example, the environmental evaluation informs the necessary steps to rectify and prevent the equipment failure in the future, whilst the prosecution will punish and deter the conduct that resulted in the unlawful emission.

In some situations it may not be appropriate to take more than one enforcement action in response to a situation. For example, it may not be appropriate to issue an environmental protection order to require certain actions by the recipient where a transitional environmental program is in force (and is being complied with) to rectify the same issue.

When deciding whether to take or not take administrative action, the department will comply with the requirements of the legislation that authorises the action, the principles of natural justice and any other requirements of a lawful administrative decision.

## 7 Civil proceedings for court orders

Most of the legislation administered by the department administers enables it to apply for civil court orders requiring a person to stop committing an offence, or to remedy or rectify the consequences of an offence. Applications for court orders are generally appropriate in circumstances where there has been a major or serious breach of the legislation.

These applications are civil proceedings (governed by civil procedures and burdens of proof) as opposed to criminal proceedings as is the case with prosecutions. In commencing and conducting proceedings for court orders, the department will adhere to the Model Litigant Principles (refer to section 0 of these guidelines).

The department may commence proceedings for such orders where:

- sufficient evidence exists to satisfy the requirements of the legislation under which the proceedings are to be brought;
- the department has reasonable prospects of success; and
- the orders sought by the department will likely address the offending behaviour or the consequences of the offence.

## 8 Enforceable Undertakings

An enforceable undertaking is a published agreement between the department and a person which can require the person to carry out a wide range of actions to achieve compliance with the *Environmental Protection Act 1994* and further improve the protection of the environment. An enforceable undertaking can be suggested by the department or initiated by a person where there has been a breach or breaches of the *Environmental Protection Act 1994*, provided the breach or breaches are not indictable offences.

An enforceable undertaking is essentially an alternative to prosecution and whilst it does not require an admission to be made in relation to a contravention(s), it does require the inclusion of a statement of regret and must detail the circumstances that led to the contravention(s). For further information on enforceable undertakings, refer to the Guideline – Enforceable undertakings under the *Environmental Protection Act 1994* (EM1388) available on the EHP website.

## 9 Prosecution

Prosecution is part of the department's strategy for achieving its legislative and policy objectives, however as outlined in these guidelines it is usually not the only enforcement action available and will be used after careful consideration. If an alternative to prosecution may be more effective in achieving the objects of the legislation, then that alternative will be considered. Prosecutions may be an appropriate enforcement action in response to major or serious breaches of the legislation.

### 9.1 The decision to prosecute

The decision to prosecute is generally made by the Deputy Director-General of the Environmental Services and Regulation division on behalf of the department. The decision is based on:

- whether the available evidence provides reasonable prospects of successfully obtaining a conviction; and
- if so, whether it is in the public interest to exercise the discretion to commence a prosecution.

#### 9.1.1 Prospects of success

The determination of prospects of success of a proposed prosecution will consider whether:

- the available evidence is capable of proving each element of the offence beyond reasonable doubt;
- the admissibility of evidence;
- the credibility of available witnesses;
- the availability or strength of any expert evidence required to prove the offence; and
- any defences that are plainly open to the alleged offender.

#### 9.1.2 Public interest considerations

The commencement of a prosecution is discretionary, and the dominant factor in the exercise of that discretion is the public interest. When deciding whether to commence a prosecution the department may take into account the following public interest considerations:

- the seriousness of the offence including the impacts or potential impacts the environment or heritage caused by the alleged offence;
- the degree of culpability of the alleged offender including any mitigating or aggravating circumstances (including notification, cooperation or a display of contrition);
- the availability and effectiveness of any alternatives to prosecution;
- the alleged offender's compliance history;
- whether the alleged breach is a continuing or subsequent offence;
- the prevalence of the alleged offence and the need for general deterrence;
- the length of time since the alleged offence occurred;
- the age and physical or mental health of the alleged offenders;
- whether there are counter-productive features of the prosecution;
- in cases involving Aboriginal and Torres Strait Islander use or management of natural resources, the views of the traditional owners of the area;
- the length and expense of any court hearing;
- the likely outcome in the event of a conviction having regard to the sentencing options available to the court;
- any precedent which may be set by not instituting proceedings;
- whether the consequences of a prosecution would be unduly harsh or oppressive;
- whether proceedings are to be instituted against others arising out of the same incident;
- the sentencing principles set out in the *Penalties and Sentences Act 1992*; and

- the extent to which the alleged offender cooperates in the investigation or prosecution of other offenders.<sup>1</sup>

In addition to the public interest factors, the decision to commence a prosecution will also take account of the principles in section 0 of these guidelines.

Once a decision has been made to prosecute, the department must present the evidence fairly and impartially to the court. The department's only interest in procuring a conviction is to ensure that the right person is convicted, that the truth is known and that justice is done.

## 9.2 Choice of charges

The charges against an alleged offender must reflect the nature and extent of the conduct disclosed by the evidence, with the aim of providing a basis for the court to impose an appropriate penalty and make appropriate orders. There will be occasions where the same conduct is prohibited under separate statutes and involves an offence under each. In circumstances where it would be inappropriate to lay both charges, the department will consider the legislation and exercise its discretion to lay charges for a breach of one of the offence provisions taking into account the seriousness of the alleged conduct and the penalties available for each offence provision. Where another prosecuting agency is involved, the department will liaise with the other agency to ensure the most appropriate charge(s) are made (refer to section 1.3 of these guidelines).

## 9.3 Mode of trial – summary or indictable proceedings

Most offences under legislation administered by the department are summary offences which are heard and dealt with by a magistrate. However, some offences are indictable and may be heard in the District Court at the election of the prosecution, the defendant or the magistrate.

Proceeding summarily on an indictable offence may have the effect of limiting the custodial or financial penalty that may be sought by the prosecution and imposed by the Magistrates Court. For prosecutions commenced by the department, the decision as to whether to proceed on indictment rests with the Office of the Director of Public Prosecutions (ODPP). Before referring the matter to the ODPP, the department will consider the ODPP's guidelines which set out the test to be applied to determine whether a prosecution should proceed on indictment.

## 9.4 Charge negotiations

Once a prosecution has commenced, the department may enter into discussions with a defendant about which charges should proceed to a hearing. No agreement can be reached with a defendant who is not prepared to take responsibility for the impacts of their unlawful conduct. When taking part in discussions, the department will take into consideration the public interest considerations outlined in section 9.1.2, and:

- any new information received by the department that was not available when the original decision to prosecute was made;
- whether the potential penalty, the remaining charges, or remaining defendants set an unsatisfactory precedent for the conduct; and
- whether a negotiated response provides an adequate deterrent for similar conduct, and adequately reflects the seriousness of the matter.

---

<sup>1</sup> The department does not have the power to grant indemnity from prosecution to accomplices; this power resides with the Attorney General. The Office of the Director of Public Prosecutions (ODPP) Guidelines set out how an application for an indemnity from prosecution can be made. The ODPP Guidelines are available online at <http://www.justice.qld.gov.au>. An accomplice who pleads guilty and agrees to testify against an alleged co-offender may receive a sentencing discount for that co-operation.

## 9.5 Sentencing considerations

The *Penalties and Sentences Act 1992* outlines the general factors that can be considered by a court at sentence. The following is a non-exhaustive list of factors which may be considered by the department in preparing sentence submissions:

- The impacts or potential impacts resulting from the offence, including:
  - the seriousness of the impact, or risk of impact, on the environment, heritage and/or community (the 'victim' of the offence);
  - the potential for the impacts to be rectified or mitigated.
- The culpability of the offender, including:
  - the steps taken by the defendant to rectify or mitigate the impacts;
  - the level of cooperation by the defendant with the department;
  - any prior convictions of the defendants relevant to environmental or heritage protection;
  - any benefit or profit derived by the defendant due to the offence.
- The level of penalty sufficient to deter others from similar conduct.
- The prevalence of the offence.
- The availability and appropriateness of alternative sentencing orders.
- The maximum penalty for the offence.
- Any relevant sentencing precedents or comparative cases.

## 9.6 Sentencing orders

In addition to any penalties, fines or orders which may be made by the courts under the *Penalties and Sentences Act 1992*, legislation administered by the department provides for additional specific orders upon sentencing an offender for an environmental or heritage offence. The premise of these additional orders is to provide court with the flexibility to impose a penalty that:

- is proportionate and tailored to the particular circumstances of the case;
- will enhance compliance with the environmental or heritage management legislation; and
- will allow for remediation of any impacts caused and/or compensation paid to those affected.

Many other jurisdictions around Australia have incorporated these types of orders into their environmental protection legislation, and have been successfully applying them for some time. The department will seek such orders in appropriate circumstances, and with reference to any applicable policies.

## 9.7 Recording of Convictions

Section 12(2) of the *Penalties and Sentences Act 1994* (the PSA) gives the Court the discretion to decide to record or not record a conviction for an offence.

The decision about whether a conviction is recorded lies entirely within the discretion of the Magistrate or Judge presiding over a particular case. Some factors which the PSA states must be considered by the Magistrate or Judge in exercising their discretion are:

- the nature of the offence;
- the offender's character and age; and
- the impact that recording a conviction will have on the offender's economic or social wellbeing, and their chance of finding employment.

EHP will always consider the individual circumstances of the case when deciding whether to ask the Court to record a conviction.

Subject to the individual circumstances of the case, EHP will ask the Court to record a conviction where:

- there is a wilful element to the offence; or
- the nature of the offence is serious – such as for serious environmental harm, material environmental harm, or providing false or misleading information or documentation to EHP; or
- the defendant has previously been successfully prosecuted by EHP or found guilty of a similar offence in Queensland or another jurisdiction; or
- there is a commercial element to the offence, that is, the offender was likely to have obtained a commercial gain as a result of the offence.

EHP may also ask the Court to record a conviction where:

- the defendant is a corporation; or
- the defendant failed to notify EHP of an offence where it was required to do so by legislation or other document (such as environmental authority, transitional environmental program or temporary emissions licence); or
- the defendant has a compliance history with EHP; or
- there is rehabilitation required as a result of the offence.

Whenever EHP asks the Court to record a conviction, it will do within the ambit of the PSA and will take into account the factors that the Court must consider under section 12(2) of the PSA.

## **9.8 Appeals against sentence**

While the department may appeal against a sentence imposed by a court, such appeals are generally rare. In considering whether to appeal against a sentence, the department will have regard to the principles regarding appeals against sentence set out in the ODPP guideline's, as well as the Model Litigant Principles (refer to section 1.4 of the Enforcement Guidelines). An appeal will only be instituted where the department considers that the appeal is likely to succeed.

## 10 Suspension or cancellation of licence, permit or authority

Legislation administered by the department usually contains a list of grounds for the suspension or cancellation of permits, licences or authorities. These grounds might include a failure to perform administrative requirements such as payment of fees or lodging of returns. They might also include the holder being convicted of an offence under that legislation or not meeting the legislative suitability criteria for the permit, licence or authority.

Payment of fees due under legislation is a fundamental obligation of someone who holds an approval from the department. Operators who fail to pay fees obtain a commercial advantage over their competitors, and can undermine the legitimacy of the regulatory regime. Where legislation administered by the department permits, the department may suspend the relevant permit, licence or authority of an operator with overdue fees until the fees are paid.

When deciding whether to cancel or suspend a licence, permit or authority, the department may consider any suitability criteria or standards and the following matters:

- the seriousness of the breach of legislation;
- the connection of the breach to the permit, licence or authority conditions;
- the culpability of the permit, licence or authority holder in relation to the breach;
- the likelihood that further breaches of legislation will be committed by the permit, licence or authority holder; and
- the need to protect the environment and community from further potential breaches.

The aim of cancellation or suspension of a permit, licence or authority is not punitive; rather it is based on the need to protect the environment and community from unsuitable operators.

# Guideline

## *Environmental Protection Act 1994*

### **Powers of authorised persons**

*This procedural guide sets out the powers of authorised persons in undertaking functions of the Department of Environment and Heritage Protection (the department) under the Environmental Protection Act 1994 (the Act).*

#### **Table of Contents**

|                                                                                                   |          |
|---------------------------------------------------------------------------------------------------|----------|
| <b>Table of Contents.....</b>                                                                     | <b>1</b> |
| <b>Essential points .....</b>                                                                     | <b>2</b> |
| <b>Powers of an authorised person generally .....</b>                                             | <b>2</b> |
| <b>Powers of entry for places or vehicles .....</b>                                               | <b>2</b> |
| <b>Consent to entry .....</b>                                                                     | <b>3</b> |
| <b>What an authorised person can do when they enter a place or vehicle .....</b>                  | <b>3</b> |
| <b>Power to seize evidence .....</b>                                                              | <b>3</b> |
| <b>Procedure after seizure of evidence .....</b>                                                  | <b>4</b> |
| <b>Damage to property and compensation .....</b>                                                  | <b>4</b> |
| <b>Powers to require name and address, answer questions and produce documents .....</b>           | <b>5</b> |
| <b>Penalties for failing to give name and address, answer questions or produce documents.....</b> | <b>5</b> |
| <b>Other enforcement powers of authorised persons .....</b>                                       | <b>6</b> |
| <b>Annexure A.....</b>                                                                            | <b>7</b> |

## Essential points

- In addition to any powers granted by the *Environmental Protection Act 1994* (the Act), authorised persons have the same rights as an ordinary member of the public.
- An authorised person is a person who has been appointed by the chief executive, enabling them to perform certain functions and exercise particular powers under the Act. Appointments are only made if, in the opinion of the chief executive, the person has the necessary expertise or experience. An authorised person may be an appropriately qualified public service officer, an employee of the department or a person declared by regulation.
- The powers of an authorised person under the Act can be limited by the person's instrument of appointment. Authorised persons should check their instrument of appointment to ensure that they possess the power to take a particular course or action.
- Authorised persons are issued with identity cards. Before exercising a power in relation to someone else, the authorised person must first produce their identity card for the person's inspection or have their identity card displayed so that it is clearly visible to the person. If, for any reason, it is not practicable to produce or display their identity card, the authorised person must produce the identity card for inspection by the person at the first reasonable opportunity.
- Provided an authorised person, or another person acting under an authorised person's direction, acts honestly and without negligence under the Act, they do not incur civil liability.

## Powers of an authorised person generally

Outside the provisions of the Act, an authorised person retains the same rights as a member of the public, including liberty to go where a member of the public can go and the freedom to speak to people. In terms of an authorised person's right to enter upon premises other than under the Act, the public has the right to enter and be on public land. In relation to private land where a business is being conducted which is open to the public (e.g. a shopping centre), it is lawful for people to enter. In relation to private premises, in the absence of an indication (e.g. a sign) that the public are not to enter, persons can lawfully enter upon the property, but not enter any dwelling, in order to contact the occupiers of the property.

## Powers of entry for places or vehicles

Under the Act, powers are granted to authorised persons (and other specified persons) to enter a place or a vehicle in certain circumstances. Authorised persons must perform their duties genuinely and without any ulterior motive.

Public place means any place the public is entitled to use or is open to, or used by, the public (whether or not on payment of an admission fee).

A premise includes a building and the land on which a building is situated.

Land includes:

- the airspace above the land;
- land that is, or is at any time, covered by waters; and
- waters.

Vehicle includes a train, boat and an aircraft.

Annexure A is a table outlining powers of entry under the Act.

## **Consent to entry**

If an authorised person intends to seek the consent of an occupier of a place for an authorised person to enter the place, before seeking the consent, the authorised person must inform the occupier:

- of the purpose of the entry;
- that anything found and seized may be used in evidence in court; and
- that the occupier is not required to consent.

For the purpose of asking the occupier of a place for consent to enter, an authorised person may, without consent or a warrant:

- enter land around the premises at the place to the extent that it is reasonable to contact the occupier; or
- enter part of the place that members of the public would ordinarily be allowed to enter.

If the consent is given, the authorised person may ask the occupier to sign an acknowledgment of the consent.

## **What an authorised person can do when they enter a place or vehicle**

What an authorised person is authorised to do following entry depends on the particular sections of the Act, and if powers are authorised by a warrant, what the warrant says.

Annexure A is a table outlining what an authorised person can do after they have lawfully entered a place or vehicle under the Act.

It is an offence for a person to obstruct an authorised person in the exercise of their powers under the Act without a reasonable excuse.

- The maximum penalty for an individual is 165 penalty units.
- The maximum penalty for a corporation is 825 penalty units.

Section 2B of the Penalties and Sentences Regulation 2005 prescribes the monetary value of a penalty unit.

## **Power to seize evidence**

An authorised person who enters a place with a warrant may seize the evidence for which the warrant was issued.

An authorised person who enters a place with the occupier's consent may seize the particular thing for which the entry was made if the authorised person believes on reasonable grounds that the thing is evidence of an offence against the Act.

An authorised person who enters a place with a warrant or the occupier's consent may also seize another thing if the authorised person believes on reasonable grounds the:

- thing is evidence of an offence against the Act (including an offence that was not the subject of a reasonable suspicion prior to entry)
- seizure is necessary to prevent the thing being:
  - concealed, lost or destroyed
  - used to commit, continue or repeat the offence.

If an authorised person enters a place other than with a warrant or with the occupier's consent or enters or boards a vehicle, the authorised person may seize a thing if the authorised person believes on reasonable grounds the:

- thing is evidence of an offence against the Act; and
- seizure is necessary to prevent the thing being:
  - concealed, lost or destroyed; or
  - used to commit, continue or repeat the offence.

### **Procedure after seizure of evidence**

As soon as practicable after a thing is seized by an authorised person under this chapter, the authorised person must give a receipt for it to the person from whom it was seized.

The receipt must describe generally each thing seized and its condition.

If for any reason it is not practicable to give a receipt to the person at the time of seizure, the authorised person must:

- leave the receipt at the place of seizure; and
- ensure the receipt is left in a reasonably secure way and in a conspicuous position.

The authorised person must allow a person who would be entitled to the seized thing if it were not in the authorised person's possession to inspect it, and if it is a document, to take extracts from it or make copies of it.

The authorised person must return the seized thing to its owner at the end of:

- six months; or
- if a prosecution for an offence involving it is started within the six months – the prosecution for the offence and any appeal from the prosecution.

Despite the time limits above, if the authorised person stops being satisfied that the retention of the seized thing as evidence is necessary, the authorised person must return the seized thing to its owner immediately.

However, an authorised person may keep the seized thing if the authorised person believes, on reasonable grounds, it is necessary to continue to keep it to prevent its use in committing an offence.

If the owner of the seized thing is convicted of an offence against the Act, the Court may order that the thing is forfeited to the state or local government.

### **Damage to property and compensation**

Where damage is caused to someone's property during the exercise of power to enter a place or vehicle, authorised persons must ensure that the damage is fully documented (including photographs and notes), to ensure that any compensation claimed by a person is limited to any damage caused by the department.

The authorised person must immediately give written notice of the particulars of the damage to the person who appears to be the owner of the thing.

Payment of compensation may be claimed in court proceedings other than for a contamination incident.

If damage occurs, an authorised person must inform their manager as soon as possible.

### **Powers to require name and address, answer questions and produce documents**

If a person is found to be committing an offence against the Act, or if the authorised person reasonably believes that the person has committed an offence against the Act, the authorised person may require the person to state their name and address. When making the requirement, the authorised person must warn the person that it is an offence to fail to state the person's name and address unless the person has a reasonable excuse.

If an authorised person suspects that the name and address given are false, they may require the person to provide evidence of the correctness of the name and address given.

A requirement under section 465 of the Act to answer questions or produce documents may be made by an authorised person to obtain information about a suspected offence. A requirement under section 466 of the Act to produce documents may be made by an authorised person to obtain documents required to be held or kept under the Act.

A person must not give the department or an authorised person a document containing information that the person knows, or ought reasonably to know:

- is false or misleading in a material particular; or
- contains incomplete information in a material particular.

A person must also not state anything to an authorised person that the person knows is false or misleading in a material particular or omit anything from a statement made to an authorised person, without which the statement is, to the person's knowledge, misleading in a material particular.

### **Penalties for failing to give name and address, answer questions or produce documents**

It is an offence to fail to comply with a requirement to give name and address or to give evidence of the correctness of a name or address unless the person has a reasonable excuse for not complying.

- The maximum penalty for an individual is 50 penalty units.
- The maximum penalty for a corporation is 250 penalty units.

Section 2B of the Penalties and Sentences Regulation 2005 prescribes the monetary value of a penalty unit.

Failing to answer questions or attend at a stated place at a stated time, to answer questions under section 465 of the Act is an offence unless the person has a reasonable excuse.

- The maximum penalty for an individual is 50 penalty units.
- The maximum penalty for a corporation is 250 penalty units.

Failing to produce a document under section 466 of the Act is an offence unless the person has a reasonable excuse.

- The maximum penalty for an individual is 50 penalty units.
- The maximum penalty for a corporation is 250 penalty units.

Giving the department or an authorised person a document containing information that the person knows, or ought reasonably to know is false or misleading in a material particular; or contains incomplete information in a material particular is an offence.

- The maximum penalty for an individual is 1665 penalty units or two years imprisonment.
- The maximum penalty for a corporation is 8325 penalty units.

Stating anything to an authorised person that a person knows is false or misleading in a material particular, or omitting anything from a statement made to an authorised person which makes the statement false or misleading in a material particular, is an offence.

- The maximum penalty for an individual is 1665 penalty units or two years imprisonment.
- The maximum penalty for a corporation is 8325 penalty units.

### **Other enforcement powers of authorised persons**

Authorised persons have additional powers in an emergency.

An authorised person may direct any person to take specified reasonable action within a specified reasonable time, or take the action, or authorise another person to take the action if they are satisfied on reasonable grounds that an emergency exists.

## Annexure A

| <b>Powers of an authorised person under the <i>Environmental Protection Act 1994</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Under what circumstances</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Powers after entry</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p><b>General power of entry</b></p> <p>An authorised person may enter a place if:</p> <ul style="list-style-type: none"> <li>the occupier consents to the entry and, if the entry is for exercising a power under chapter 7, part 5B (clean-up notice) or 8 (contaminated land) of the Act, its owner consents;</li> <li>it is a public place and the entry is made when the place is open to the public;</li> <li>it is a place to which an environmental authority (EA) relates and the entry is made when the: <ul style="list-style-type: none"> <li>activity to which the authority relates is being carried out;</li> <li>place is open for conduct of business;</li> <li>place is otherwise open for entry;</li> </ul> </li> <li>it is a place to which an agricultural environmentally relevant activity (ERA), or a prescribed condition for a small scale mining activity relates and the entry is made when the— <ul style="list-style-type: none"> <li>activity, or the activity to which the condition relates, is being carried out;</li> <li>place is open for conduct of business;</li> <li>place is otherwise open for entry;</li> </ul> </li> <li>it is a place where an industry is conducted and the entry is made when— <ul style="list-style-type: none"> <li>the place is open for conduct of business;</li> <li>is otherwise open for entry;</li> </ul> </li> <li>the entry is authorised by a warrant where there are reasonable grounds for suspecting that there is evidence proving the commission of an offence</li> <li>for land mentioned in chapter 7, part 5B (clean-up notice) or 8 (contaminated land)—the entry is authorised by an order of a magistrate under section 458 to carry out work on the land to: <ul style="list-style-type: none"> <li>prevent or minimise environmental harm or rehabilitate or restore the land because of</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>search any part of the place or vehicle</li> <li>inspect, examine, test, measure, photograph or film the place or vehicle or anything in or on the place or vehicle</li> <li>take samples (including extracting a sample for further analysis) of any contaminant, substance or thing</li> <li>record, measure, test or analyse the release of contaminants into the environment from the place or vehicle</li> <li>take extracts from or make copies of any documents (this power does not apply for a preliminary investigation or site investigation)</li> <li>take into or onto the place any persons, equipment and materials that are reasonably required to exercise the powers</li> <li>install or maintain any equipment and materials in or on the place or vehicle that is reasonably required to conduct a monitoring program for the release of contaminants</li> <li>require the occupier of the place, or any person to give reasonable help for the exercise of the powers mentioned above</li> <li>by notice to a person in control of a vehicle, require the person to take the vehicle to a stated reasonable place by a stated reasonable time and if necessary, to remain in control of the vehicle at the place for a reasonable time to enable the exercise of the</li> </ul> |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>an activity carried out under an EA, transitional environmental program (TEP) or site management plan</p> <ul style="list-style-type: none"> <li>○ remediate land managed under a site management plan</li> <li>○ secure compliance with an accredited ERMP, EA, TEP, site management plan or any conditions of the authority, program or plan or development conditions of a development approval (DA) or prescribed condition for carrying out a small scale mining activity. Where an order is obtained under section 458 then departmental staff can enter the place but only to carry out the work themselves;</li> <li>• the authorised person may enter the place under section 453 (entry to search, test, sample etc. for release of contaminant), 454 (entry of land for preliminary investigation) or 455 (entry of land for access).</li> </ul> <p><b>Entry or boarding of vehicles</b></p> <p>An authorised person may enter or board a vehicle if they have reasonable grounds for suspecting it:</p> <ul style="list-style-type: none"> <li>• is being or has been used in the commission of an offence against the Act;</li> <li>• is or a thing in it may provide evidence of an offence; or</li> <li>• relates to the transporting of waste.</li> </ul> | <p>powers above.</p>                                                                                                                                                                                           |
| <p><b>Environmental harm</b></p> <p>An authorised person may enter land if the authorised person reasonably believes that unlawful environmental harm has been caused by the release of a contaminant.</p> <p>Land for this section means a parcel of land other than any part on which a building is erected.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>An authorised person may enter land for the purpose of finding out or confirming the source of the release of the contaminant. For example, to search, test or sample for the release of a contaminant.</p> |
| <p><b>Contaminated land</b></p> <p>An authorised person may enter land if the department believes on reasonable grounds land is contaminated land.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>Conduct a preliminary investigation with the agreement of the owner and occupier or if the department has given at least five days written notice to the owner and</p>                                      |

|                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                             | <p>occupier.</p> <p>The general power to take extracts from, or make copies of, any documents on the place or vehicle does not apply to preliminary investigations.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p><b>Entry of land for access</b></p> <p>An authorised person may enter land if it is necessary or desirable in order to cross the land (access land) to enter the primary land under sections 452 (general entry of place), 453 (entry to search, test, sample etc. for release of contaminant) and 454 (entry of land for preliminary investigation)</p> | <p>Enter the access land and take into or over it anything reasonably required to exercise the general powers for places and vehicles under section 460 of the Act.</p> <p>Prior to entry, must either have the consent of the owner of the access land or have given the occupier at least five business days written notice.</p> <p>Consent or notice is not required if the authorised person reasonably believes that there is imminent risk of environmental harm being caused to or from the primary land and the authorised person has told or attempted to tell the occupier that they are permitted to enter.</p> |
| <p><b>Warrant for entry to a place in relation to evidence</b></p> <p>An authorised person may enter a place if the entry is permitted via a warrant from a magistrate under sections 456 or 457.</p>                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>Order to enter land to conduct investigation or conduct work</b></p> <p>An authorised person may apply to a magistrate for an order to enter land.</p>                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• to carry out work on the land;</li> <li>• to take the actions required under a clean-up notice;</li> <li>• to conduct a site investigation of contaminated land; and</li> <li>• to conduct work to remediate land on the contaminated land register.</li> </ul>                                                                                                                                                                                                                                                                                                                   |

**Version history**

| Version | Effective date | Description of changes                                                                                                                                                   |
|---------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.01    | 20 June 2014   | Initial upload.                                                                                                                                                          |
| 2.00    | 16 August 2016 | The document template, header and footer have been updated to reflect current Queensland Government corporate identity requirements and comply with the Policy Register. |

# Regulatory Strategy



**Prepared by: Environmental Performance and Coordination, Department of Environment and Heritage Protection**  
**© State of Queensland, 2014**

The Queensland Government supports and encourages the dissemination and exchange of its information. The copyright in this publication is licensed under a Creative Commons Attribution 3.0 Australia (CC BY) licence.



Under this licence you are free, without having to seek our permission, to use this publication in accordance with the licence terms.

You must keep intact the copyright notice and attribute the State of Queensland as the source of the publication.

For more information on this licence, visit <http://creativecommons.org/licenses/by/3.0/au/deed.en>

If you need to access this document in a language other than English, please call the Translating and Interpreting Service (TIS National) on 131 450 and ask them to telephone Library Services on +61 7 3170 5470.

This publication can be made available in an alternative format (e.g. large print or audiotape) on request for people with vision impairment; phone +61 7 3170 5470 or email [library@ehp.qld.gov.au](mailto:library@ehp.qld.gov.au).

First published in 2013. This is version two of the Regulatory Strategy and includes amendments to how the department assesses applications and monitors performance.

May 2014

#30521

## Foreword

The Department of Environment and Heritage Protection is responsible for managing the health of Queensland's environment, protecting its unique ecosystems, and conserving the state's built heritage. The department is also committed to enabling sustainable long-term economic development in Queensland.

The department's vision is to be Australia's most respected and responsive environment and heritage protection regulator. Fundamental to this vision is strong risk-based regulation. The department's regulatory approach is outlined in this Regulatory Strategy, which addresses community expectations of strong environmental management, as well as industry expectations of faster approvals and reduced regulatory burden.

There has already been a significant shift in the way the department's environment and heritage regulatory activities are being undertaken. This strategy builds on that shift by acknowledging that industry is best placed to identify the most appropriate way to manage their activities to ensure environmental outcomes are achieved and standards are maintained. This presents industry with a new opportunity to adopt innovative approaches and to manage their activities to most effectively meet the standards or outcomes set by government.

This approach will be complemented by the department's adoption of a sophisticated and targeted approach to identifying environmental risks, increasing compliance and taking strong enforcement action where necessary.

The department's role is to clearly articulate the environmental outcomes industry must achieve. Where the risk to the environment is greatest, standards will be higher and if necessary, compliance and enforcement actions stronger. Regulatory effort is directed towards reducing environmental risks through a robust problem-solving approach to deliver real, measurable results. A wide range of regulatory tools will be used to solve complex issues, for example the use of economic instruments to achieve environmental outcomes.

The department is focused on communicating with its customers and capitalising on risk-mitigation opportunities through the establishment of cooperative partnerships. We will also collaborate with other agencies, particularly with data systems, to enable more efficient delivery of many services.

Implementation of the Regulatory Strategy will ensure industry is able to prosper while ensuring Queensland's unique environment and heritage places are well-managed and protected now and into the future.

**Jonathan (Jon) PC Black**

Director-General

Department of Environment and Heritage Protection



## Introduction update

This Regulatory Strategy outlines the long-term vision for the Department of Environment and Heritage Protection's regulatory, compliance and enforcement activities.

This vision includes a regulatory framework which is responsive to the needs of the government, industry and the community.

At its core this strategy reinforces the department's objective of strong environmental management supporting sustainable economic development.

Over time this strategy will set the direction for a significant cultural and operational change in the way the department undertakes its role.

These activities will lead to:

- ▶ a significant streamlining in application processes
- ▶ an increased focus on effective and targeted compliance activities
- ▶ a more consistent application of strong but proportionate enforcement activities
- ▶ a formidable specialist knowledge base—linked to industry and academic partners—for all major activities that pollute.

This strategy also acknowledges the growing importance of building an improved voluntary compliance culture within industry.

To assist industry improve its compliance practices the department will set clear expectations about acceptable standards of environmental performance, as well as publish easy to understand guidance material and information to assist customers to meet their environmental obligations. The department will not impose restrictive conditions about how environmental risks are to be managed, providing business with enough scope to develop innovative environmental solutions.

This information will assist industry to better understand its responsibilities in achieving good environmental practices, and give operators every opportunity to know what their environmental obligations are.

For those industry members who choose not to comply with their obligations, the department will be consistent in taking prompt, strong enforcement action. This enforcement will provide assurance to the vast majority of industry members that do act responsibly and meet their environmental obligations that the department is consistently dealing with those who do not.

Critical to the strategy's success is effective engagement with the department's customers, their industry associations and the supporting consulting industry—to ensure the new regulatory approach is understood. This engagement will also include expanding the use of accredited third party auditors to ensure that solutions developed by customers are appropriate and effective.

## What does the department regulate?

The department is responsible for Queensland's environment and heritage protection laws and regulations and regulates activities under the:

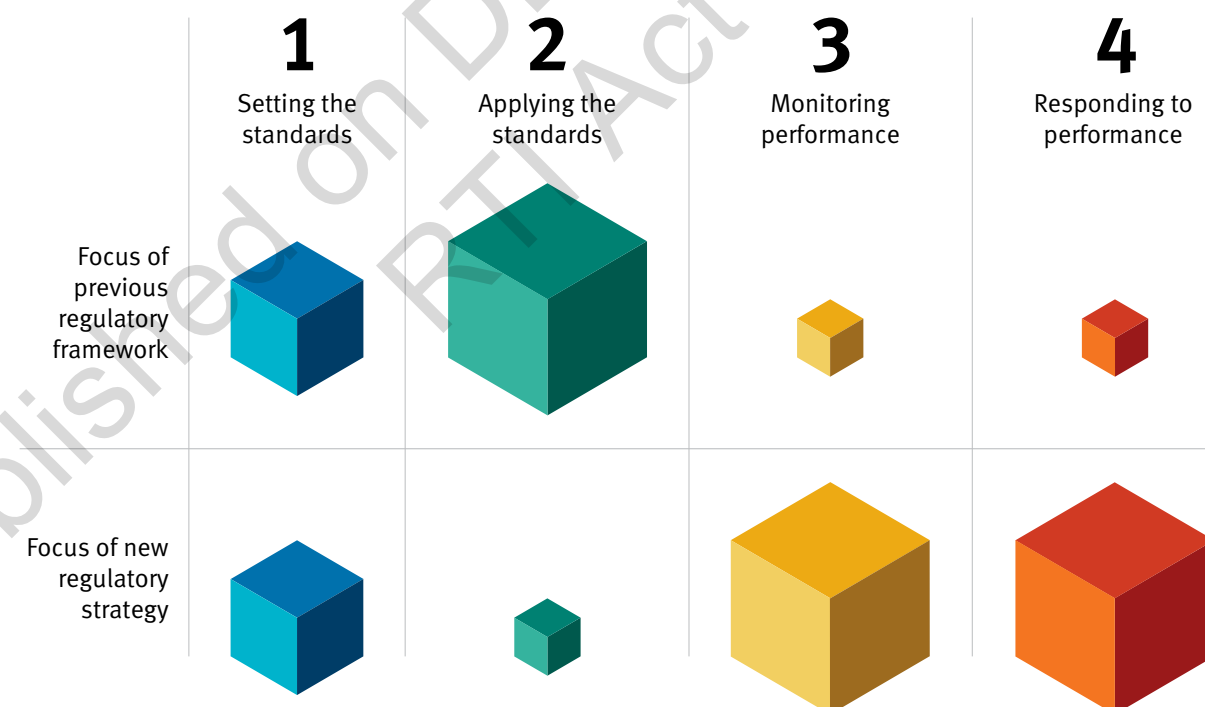
- ▶ *Coastal Protection and Management Act 1995*
- ▶ *Environmental Protection Act 1994*
- ▶ *Nature Conservation Act 1992*
- ▶ *Queensland Heritage Act 1992*
- ▶ *Sustainable Planning Act 2009*
- ▶ *Waste Reduction and Recycling Act 2011*
- ▶ *Water Act 2000 (Chapter 3)*

## How does regulation work?

The department's many different types of regulatory activities can sometimes seem complicated. These activities can be broken down in four simple stages.

They are:

1. Setting the standards that clients must meet.
2. Applying those standards to specific cases by assessing applications for approvals.
3. Monitoring the performance of activities that have been approved.
4. Responding to that performance, including by taking strong, proportionate and consistent enforcement action.



# What activities will the department implement under its Regulatory Strategy?

To help achieve the Regulatory Strategy's vision the department will:

- ▶ Introduce new policies and amendments to legislation to cut red tape and streamline processes that are focused on strong environmental outcomes.

- ▶ Consult with industry associations, peak bodies and community groups on regulatory matters that affect their members.

- ▶ Develop easy to understand education and information material for clients and departmental staff, including guidance on making and assessing applications, complying with the department's expectations and taking enforcement action.

- ▶ Introduction of market-based incentives which will provide clients with greater flexibility to meet their environmental obligations, for example, water quality offsets.

- ▶ Adopt new technologies, such as innovative remote sensing platforms, to help identify high risk activities requiring closer on-ground scrutiny.

- ▶ Publish regular compliance plans which outline priority compliance areas.

- ▶ Introduce measures to quantify the continued improvement in application processing times and industry compliance.

- ▶ Distribute compliance alerts, prosecution bulletins and other information to clients, industry associations, peak bodies and the community.

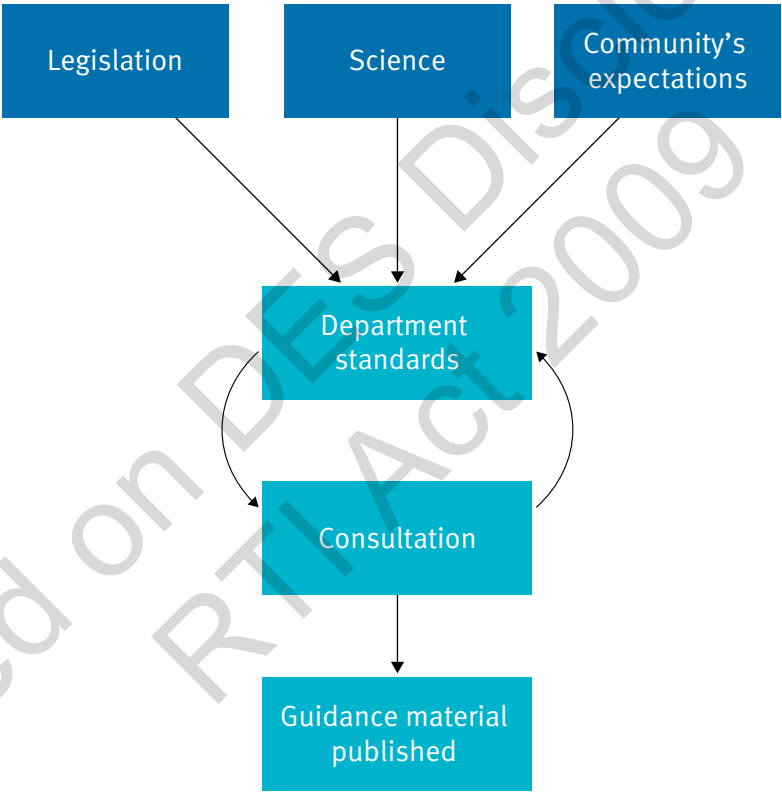
| Benefits to industry                                                                                                                                                                                                                                     | Benefits to the environment                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>▶ More certainty and consistency in approval conditions</li> <li>▶ Quicker approvals</li> <li>▶ More scope to develop innovative, low-cost environmental solutions</li> <li>▶ Reduced compliance costs</li> </ul> | <ul style="list-style-type: none"> <li>▶ More best practice environmental management measures are adopted by industry</li> <li>▶ Assessment based on environmental risk</li> <li>▶ Allows increased proactive compliance</li> <li>▶ Greater education about environmental management</li> </ul> |

# Stage 1 – how does the department set the standards that clients must meet?

Queensland’s environment and heritage protection laws outline the standards that different clients must meet. In addition to these standards set down in law, there are also other standards set by the department under various policies. These departmental standards are based on the latest available science and consideration of the community’s expectations that the environment is protected from undue harm by industry’s activities.

Guidance material will be published to assist clients in making applications and meeting the department’s standards.

When the department prepares new legislation or amendments to legislation, or when it updates its policies, it will consult appropriately with industry associations, peak industry groups and the community to discuss the practical implications of any proposed changes. The department will encourage industries to take responsibility for their members’ environmental performance and develop their own standards of practice. The department will explore opportunities for co-regulation, for example, industry-led development of Codes of Practice.



| Department’s responsibility                                 | Client’s responsibility                                        |
|-------------------------------------------------------------|----------------------------------------------------------------|
| Clearly setting environmental outcomes for industry to meet | Implementing actions to meet the environmental outcomes sought |

## Stage 2 – how does the department assess applications?

To assess a new application the department will:

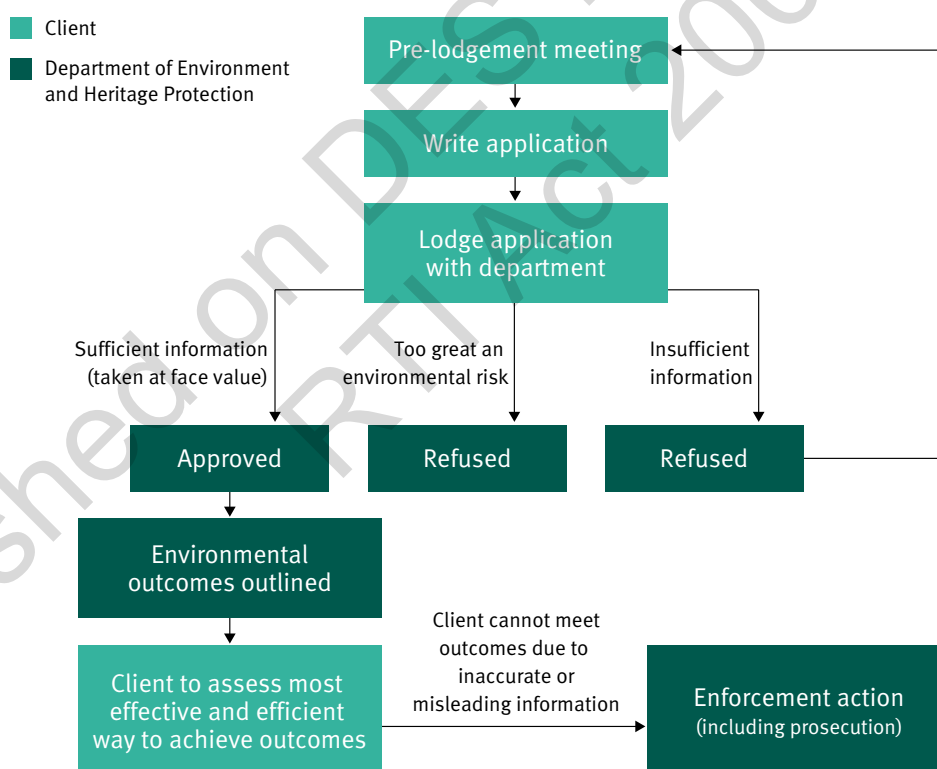
- ▶ ask for information to assess the risks posed by the activity
- ▶ set the environmental outcomes the client must meet by imposing wherever possible, non-prescriptive conditions on approvals.

The department encourages clients to hold pre-lodgement meetings so that they can fully understand the information that they must provide. If the information received is insufficient to assess the risk then the application will normally be refused.

Information received by the department as part of an application will be accepted at face value. Except for obvious errors or omissions, the department will not check the accuracy or sufficiency of information provided by an applicant. If a client is found to have provided inaccurate or misleading information then appropriate enforcement action, including prosecution, may be taken.

In making its decision on the application the department will either:

- ▶ Approve the application and outline the environmental outcomes that the clients must achieve. This will include setting release limits for activities with discharges to air, water or land. Except where there is a high risk of harm occurring, the department will not outline “how” the client must achieve these environmental outcomes. It is the responsibility of the client to assess the most efficient and effective way to achieve these outcomes for their own particular circumstance.
- ▶ Refuse the application. An application can be refused because the information supplied was insufficient to allow appropriate conditions to be imposed or because the proposed activity represents too great an environmental risk.



| Department's responsibility                                                                                                                                                                                                                             | Client's responsibility                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>▶ Make clear what information is required from applicants</li> <li>▶ Ask only for information that is necessary to decide an application</li> <li>▶ Assess applications in the shortest time possible</li> </ul> | <ul style="list-style-type: none"> <li>▶ Provide accurate, complete information to support an application</li> </ul> |

## Stage 3 – how does the department monitor the performance of individual activities?

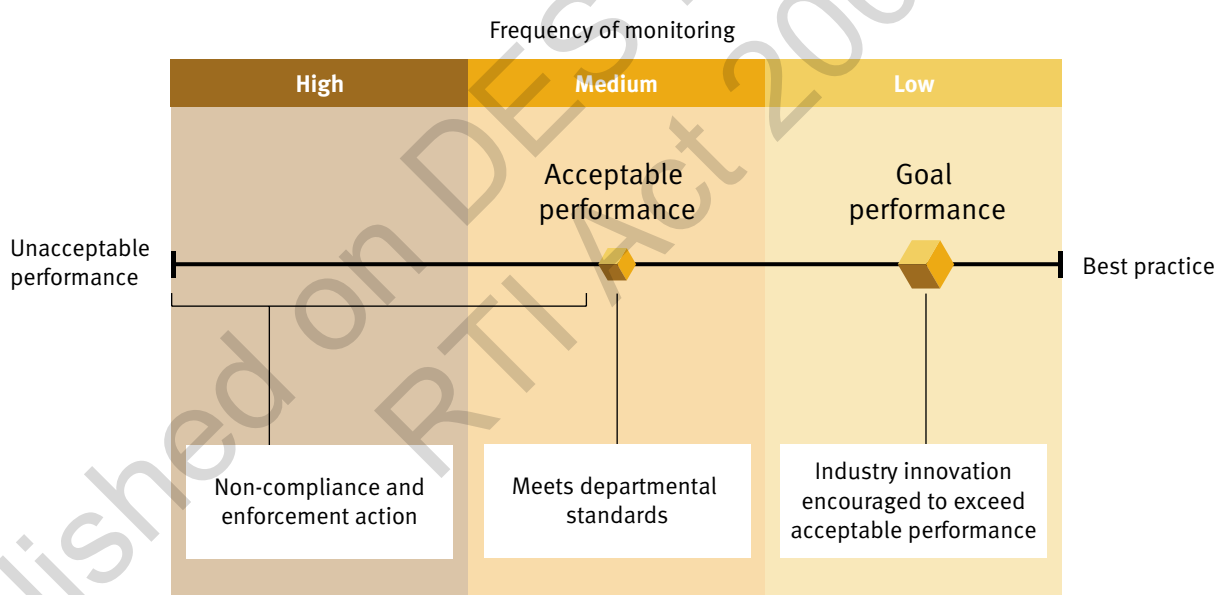
To ascertain whether clients are complying with their conditions and other legal obligations, the department will monitor their performance. The department will increase the amount of time it spends monitoring client performance, as it reduces the amount of time it spends assessing applications.

Monitoring activities carried out by the department will include desktop audits and inspections of sites that have an approval from the department. The department will also use new technologies to assist in identifying those who are not achieving the environmental outcomes.

The department will be targeted and transparent in deciding which industries or activities will be the focus of its compliance activities. It will be **targeted** by identifying the areas where breaches of its legislation pose the greatest risk to the environment or heritage places and taking action to reduce that risk. It will be **transparent** by publishing information about which areas it is focusing on and what it is doing about them in compliance plans.

The department will monitor client performance based on risk. Where individual clients represent a higher risk to the environment because of their poor performance, the department will check their compliance more frequently. Where a client consistently demonstrates good performance and manages its risk appropriately, the department will acknowledge that good performance and lower risk by conducting less frequent inspections.

Education and information sharing will also be a focus to highlight best practice opportunities to improve performance.



| Department's responsibility                                                                                                                                                                                                                                                                                                                                       | Client's responsibility                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Identify areas of greatest risk and target its resources accordingly</li> <li>Reduce the regulatory burden on good performers, increase the consequences for poor performers</li> <li>Communicate compliance focus and actions</li> <li>Educate and share information on best practice environmental management</li> </ul> | <ul style="list-style-type: none"> <li>Monitor its own performance</li> <li>Respond to risks before they become problems</li> <li>Notify the department of serious incidents</li> </ul> |

## Stage 4 – how does the department respond to performance?

It is the goal of the department to foster a positive culture of compliance within industry.

To ensure clients do the right thing the department will make available easy to understand education resources and information guidelines to help them better understand their responsibilities.

Whilst the vast majority of clients are responsible and endeavour to achieve or go beyond their environmental requirements, there will be occasions where some clients fail to meet their obligations.

If the department finds that a client has broken the law, it will take action to bring the client back into compliance with its obligations. This may mean providing an opportunity for the client to voluntarily fix the problem, or taking enforcement action in accordance with the department's enforcement guidelines.

This enforcement action can include warnings, penalty infringement notices and prosecutions.

Where necessary to stop unlawful harm to the environment or a heritage place, the department will require someone to do, or not do, certain things to prevent harm from occurring. This may include stopping an activity or suspending an approval until the department is satisfied that the activity will be properly managed.

The department will provide information to industry and the community on its compliance and enforcement actions by publishing compliance alerts and prosecution bulletins.

| Department's responsibility                                                                                                                                                                                      | Client's responsibility                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>▶ Take enforcement action quickly, fairly and in accordance with the enforcement guidelines</li><li>▶ Make clients aware of the consequences of breaking the law</li></ul> | <ul style="list-style-type: none"><li>▶ Cooperate with the department</li><li>▶ Take action to fix the consequences of an incident that causes harm to the environment or a heritage place</li></ul> |

## How will the department measure whether the Regulatory Strategy is successful?

The department will introduce a suite of measures to quantify the effectiveness of its Regulatory Strategy including:

- ▶ obtaining feedback via targeted questionnaires from clients in relation to the quality of information being provided by the department, and provide departments performance
- ▶ monitoring application processing times to ensure a reduction in overall processing time
- ▶ monitoring compliance activities against performance indicators in the department's compliance plan
- ▶ monitoring compliance of the activities the department regulates
- ▶ tracking improvements to environmental standards
- ▶ tracking progress of sustainable economic growth.

## Where else can I find information on the department's regulatory activities?

The department's website—[www.ehp.qld.gov.au](http://www.ehp.qld.gov.au)—will be continually updated as new activities under the Regulatory Strategy are implemented, including the delivery of new education and information tools.



Published on DES Disclosure Log  
RTI Act 2009

[ehp.qld.gov.au](http://ehp.qld.gov.au)



## **Service Delivery Statements**

**Department of Environment  
and Science**

## 2018–19 Queensland Budget Papers

1. Budget Speech
2. Budget Strategy and Outlook
3. Capital Statement
4. Budget Measures
5. Service Delivery Statements

Appropriation Bills

Budget Highlights

The Budget Papers are available online at [budget.qld.gov.au](http://budget.qld.gov.au)

© Crown copyright  
All rights reserved  
Queensland Government 2018

Excerpts from this publication may be reproduced, with appropriate acknowledgement, as permitted under the Copyright Act.

### **Service Delivery Statements**

ISSN 1445-4890 (Print)  
ISSN 1445-4904 (Online)



## Department of Environment and Science

### Summary of portfolio

| Page | Department of Environment and Science                                                                          |
|------|----------------------------------------------------------------------------------------------------------------|
| 4    | Department of Environment and Science - controlled<br><br>Department of Environment and Science - administered |
| 43   | Queensland Art Gallery                                                                                         |
| 51   | Queensland Museum                                                                                              |
| 58   | Queensland Performing Arts Trust                                                                               |
| 66   | Library Board of Queensland                                                                                    |
| 74   | Corporate Administration Agency                                                                                |

# Portfolio overview

## Ministerial and portfolio responsibilities

The table below represents the agencies and services which are the responsibility of the Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts and the Minister for Employment and Small Business and Minister for Training and Skills Development:

### **Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts**

**The Honourable Leeanne Enoch MP**

### **Minister for Employment and Small Business and Minister for Training and Skills Development**

**The Honourable Shannon Fentiman MP**

The Minister for Employment and Small Business and Minister for Training and Skills Development is responsible for protected area management on Moreton Island (Mulgumpin) and North Stradbroke Island (Minjerribah).

### **Department of Environment and Science**

**Director-General: Jamie Merrick**

**Service area 1:** Environmental Protection Services

**Service area 2:** Species and Ecosystem Protection Services

**Service area 3:** Heritage Protection Services

**Service area 4:** National Parks

**Service area 5:** Science

**Service area 6:** Arts Queensland

The Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts is also responsible for:

## Office of the Queensland Chief Scientist

**Acting Chief Scientist: Dr Christine Williams**

**Objective:** To lead science strategy across government; to increase engagement and participation of the Queensland community in science-based activities; and to promote Queensland science. The Chief Scientist is a whole-of-government position that provides high-level strategic advice to the State Government on the role of science, research and innovation to meet Queensland's challenges. For the purposes of this document, the financials and full-time equivalents of this office are reported under service area 5: Science.

## Queensland Art Gallery

**Director: Chris Saines**

**Objective:** To strengthen Queensland's arts sector and contribute to the cultural, social and intellectual development of all Queenslanders.

## Queensland Museum

**Acting Chief Executive Officer: Dr Jim Thompson**

**Objective:** To care for and build the State collection, and curate and create experiences that explore unique Queensland stories, the natural environment and cultural heritage.

## Queensland Performing Arts Trust

**Chief Executive: John Kotzas**

**Objective:** To strengthen Queensland's arts sector and contribute to the cultural, social and intellectual development of all Queenslanders.

## Library Board of Queensland

**State Librarian and CEO: Vicki McDonald**

**Objective:** To collect and preserve a comprehensive collection of Queensland's cultural and documentary heritage and contribute to the cultural, social and intellectual development of all Queenslanders.

## Corporate Administration Agency

**Executive Director: Peter Mifsud**

**Objective:** To meet the Corporate Administration Agency's customers' corporate services requirements through the provision of services in accordance with agreed service level agreements and easy and convenient access to business applications.

Additional information about these agencies can be sourced from:

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

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

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

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

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

[www.gpac.com.au](http://www.gpac.com.au)

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

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

# Departmental overview

The Department of Environment and Science's vision is that our environment, science and the arts enrich Queenslanders' lives now and into the future.

The department contributes to the Government's commitments and priorities by: protecting and sustainably managing Queensland's environment and natural, cultural and heritage values; safeguarding the State's environmental values, and reducing any impacts from environmental harm; and promoting the development of, and engagement with, science, heritage and the arts.

The department's objectives aim to achieve: protection measures through robust policy, standards and insight; partnerships that assist betterment of natural and cultural assets; appropriate community and industry behaviours through targeted advice and regulation; stewardship fostered through investment and collaboration; a high performing organisation delivering value to the community.

The department contributes to the Queensland Government's plan to:

- protect the Great Barrier Reef - reducing Queensland's contribution to climate change through delivery of transition and adaptation programs; improving water quality through the Queensland Reef Water Quality Program; delivering reef joint field management services with the Australian Government
- create jobs in a strong economy - facilitating sustainable development; identifying opportunities to support growth in eco, nature-based, heritage, arts and cultural tourism
- keep Queenslanders healthy - promoting active recreation in parks and forests; clean and healthy air, land and water through monitoring and regulation; supporting life sciences sector research, technologies and arts engagement that improve health outcomes
- keep communities safe - responding to natural disasters and threats to the environment, including pollution; identifying and investigating allegations of non-compliance against Queensland's environmental laws; protecting urban and natural areas through fire management in parks and forests
- give all our children a great start - supporting arts programs and developing science, technology, engineering and mathematics learning pathways for young children; providing opportunities for children to learn about and experience the natural environment and cultural and heritage values
- be a responsive Government - engaging, collaborating and partnering with Traditional Owners and key stakeholders; designing and delivering innovative and improved customer-focused services.

The department's key priorities for 2018-19 are to:

- lead the development of a comprehensive new waste strategy for Queensland, underpinned by a waste disposal levy that will have no direct impact on households
- roll out the Container Refund Scheme commencing on 1 November 2018
- lead the delivery of the Queensland Reef Water Quality Program, including enhancing regulation
- lead the delivery of the Queensland Climate Change Response
- lead the \$500 million flagship Land Restoration Fund to support and grow Queensland's carbon farming sector
- deliver targeted, consistent and transparent regulation and enforcement that facilitates sustainable development in Queensland whilst minimising impacts on the environment
- prepare a new Koala Conservation Strategy to reverse the decline in population densities in South East Queensland
- progress implementation of a values-based framework for the management of parks and forests
- develop a Queensland Protected Area Strategy
- launch the Citizen Science Strategy to increase community awareness and participation in citizen science
- boost the evidence base for measuring the effectiveness of vegetation management by establishing an enhanced scientific program for the Statewide Landcover and Trees Study
- invest in cultural infrastructure including a new performing arts theatre at the Queensland Performing Arts Centre and a commitment to the redevelopment of the Rockhampton Art Gallery
- implement sustainability and energy efficiency measures at the Queensland Cultural Centre (QCC), South Bank; address critical infrastructure upgrade works at the Queensland Museum and install a further two cooling towers within the Central Energy Plant, QCC.

# Service performance

The service area structure presented reflects the machinery-of-government changes, effective 12 December 2017, under which the former Department of Environment and Heritage Protection was renamed as the Department of Environment and Science.

As part of the machinery-of-government changes the:

- National Parks service area transferred from the former Department of National Parks, Sport and Racing
- Science Delivery service and the Office of the Queensland Chief Scientist transferred from the former Department of Science, Information Technology and Innovation
- Arts Queensland service area transferred from the Department of the Premier and Cabinet.

## Environmental Protection Services

### Service area objective

To avoid, minimise or mitigate negative impacts on the environment, through the design, application and monitoring of strategic direction, standards and regulations that guide the operation and control the activities of businesses, individuals, and state and local governments.

### Service area description

The service area:

- delivers the Government's environmental legislation and policy priorities
- provides targeted, consistent and transparent regulation that facilitates ecologically sustainable development in Queensland
- manages and monitors environmental risks proactively through modern and innovative assessment, compliance, investigation and enforcement programs
- leads the development and delivery of whole-of-government climate change transition and adaptation programs
- delivers programs to improve water quality in the Great Barrier Reef.

### Services

- Monitoring legislative and regulatory compliance relating to the impact of industrial or commercial activity on the environment.
- Identifying, monitoring and taking action in relation to unlawful activity.
- Controlling and/or allowing actions that will impact on the State's environment.
- Litigation.
- Improving Great Barrier Reef water quality.

### 2018-19 service area highlights

- Provide funding of \$3.9 million over four years to continue delivering the Queensland Government's flagship eco-efficiency program, ecoBiz for small to medium enterprises.
- Lead the delivery of the Queensland Climate Change Response with increased funding of \$5.6 million over four years.
- Provide increased funding of \$13.8 million over four years, including \$10.1 million to support the cane, grazing and banana industries in Great Barrier Reef catchments to improve water quality.
- Lead the development of a comprehensive new waste strategy for Queensland, underpinned by a waste disposal levy that will have no direct impact on households.
- Implement the ban on lightweight single-use plastic shopping bags commencing on 1 July 2018.
- Roll out the Container Refund Scheme commencing on 1 November 2018.

- Implement reforms for the regulation of waste-related activities and specific wastes.
- Lead the development of the legislative framework for the Government's mined land rehabilitation policy and a program of work to support the reform of financial assurance for the resource sector, residual risk payments and the preparation of progressive rehabilitation and closures plans.
- Lead the \$500 million flagship Land Restoration Fund to support and grow Queensland's carbon farming sector to supply premium carbon offsets and derive economic, social, and other environmental co-benefits.
- Provide \$15.8 million in 2018-19 (\$28.6 million over five years ending in 2021-22) to continue to manage allegations of serious environmental harm and continue rehabilitation of land affected by underground coal gasification contamination.
- Provide \$6.7 million in 2018-19 (\$23.3 million over four years ending in 2021-22) to lead the implementation of Queensland's Environmental Regulator Program.
- Provide \$567,000 in 2018-19 (\$1.4 million over three years ending in 2019-20) to identify sites and provide advice in relation to land impacted by fire-fighting foam contamination.

| Department of Environment and Science                                                                                                           | Notes | 2017-18 Target/Est. | 2017-18 Est. Actual | 2018-19 Target/Est. |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------------------|---------------------|---------------------|
| <b>Service area: Environmental Protection Services</b>                                                                                          | 1     |                     |                     |                     |
| <b>Service: Monitoring legislative and regulatory compliance relating to the impact of industrial or commercial activity on the environment</b> |       |                     |                     |                     |
| <b>Service standards</b>                                                                                                                        |       |                     |                     |                     |
| <i>Effectiveness measures</i>                                                                                                                   |       |                     |                     |                     |
| Percentage of identified unlicensed operators who have become licensed or enforcement action taken within 60 days                               | 2     | 70%                 | 80%                 | 70%                 |
| Percentage of sites that show a reduction in overall risk to the environment as a result of site inspections                                    | 3     | 70%                 | 70%                 | 70%                 |
| <i>Efficiency measure</i>                                                                                                                       |       |                     |                     |                     |
| Average cost per environmental public report resolution as a consequence of effective prioritisation of reports                                 | 4     | \$2,250             | \$2,000             | \$2,250             |
| <b>Service: Identifying, monitoring and taking action in relation to unlawful activity</b>                                                      |       |                     |                     |                     |
| <b>Service standards</b>                                                                                                                        |       |                     |                     |                     |
| <i>Effectiveness measure</i>                                                                                                                    |       |                     |                     |                     |
| Proportion of monitored licensed operators returned to compliance with their environmental obligations                                          | 5     | 70%                 | 70%                 | 70%                 |
| <i>Efficiency measure</i>                                                                                                                       |       |                     |                     |                     |
| Median cost per formal investigation into serious non-compliance                                                                                | 6     | New measure         | New measure         | \$3,500             |
| <b>Service: Controlling and/or allowing actions that will impact on the State's environment</b>                                                 |       |                     |                     |                     |

| Department of Environment and Science                                                                                                                                                                                                                                                                                                                       | Notes | 2017-18 Target/Est. | 2017-18 Est. Actual | 2018-19 Target/Est. |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------------------|---------------------|---------------------|
| <b>Service standards</b><br><i>Effectiveness measure</i><br>Percentage of new site-specific Environmental Authorities that have their Environmental Values assessment validated when inspected                                                                                                                                                              | 7     | 70%                 | ..                  | 70%                 |
| <i>Efficiency measure</i><br>Average cost per permit/licence assessed                                                                                                                                                                                                                                                                                       | 8     | \$8,500             | \$6,000             | \$7,000             |
| <b>Service: Litigation</b>                                                                                                                                                                                                                                                                                                                                  |       |                     |                     |                     |
| <b>Service standards</b><br><i>Effectiveness measure</i><br>Percentage of matters finalised with a finding of guilt or a successful application                                                                                                                                                                                                             | 9     | 85%                 | 90%                 | 85%                 |
| <i>Efficiency measure</i><br>Percentage of potential prosecutions reviewed and decision made, within 12 weeks of receiving a brief of evidence, on whether charges can be laid                                                                                                                                                                              | 10    | 90%                 | 90%                 | 90%                 |
| <b>Service: Improving Great Barrier Reef water quality</b>                                                                                                                                                                                                                                                                                                  |       |                     |                     |                     |
| <b>Service standards</b><br><i>Effectiveness measures</i><br>Queensland contributes to progress towards 2025 targets of:<br><ul style="list-style-type: none"> <li>60 per cent reduction in anthropogenic end-of-catchment dissolved inorganic nitrogen loads</li> <li>25 per cent reduction in anthropogenic end-of-catchment loads of sediment</li> </ul> | 11    | New measure         | New measure         | ..<br>..            |
| Percentage of sugarcane producers, within reef catchments:<br><ul style="list-style-type: none"> <li>participating in the SmartCane Best Management Practice (BMP) program</li> <li>achieving accreditation in the SmartCane Best Management Practice (BMP) program</li> </ul>                                                                              | 12    | 50%<br>15%          | 48%<br>8%           | 50%<br>15%          |
| <i>Efficiency measure</i>                                                                                                                                                                                                                                                                                                                                   | 13    |                     |                     |                     |

Notes:

1. This service area was transferred from the former Department of Environment and Heritage Protection following machinery-of-government changes in December 2017.
2. This service standard measures the effectiveness of the compliance centre teams in addressing unauthorised environmentally relevant activities and enabling corrective action to be taken by operators within what is regarded as an acceptable timeframe, and monitors a reduction in the number of unlicensed operators. Through proactive management, the department has been successful in increasing the proportion of matters finalised within the 60-day timeframe.

3. This service standard measures the effectiveness of regulatory compliance activities to reduce the overall risk to the environment. The program of compliance inspections is a vital part of the department's regulatory framework and is being strengthened through the measurement of change in environmental risk between compliance inspections.
4. This service standard measures the efficiency of the department's resolution of public reports relating to environmental issues, from lodgement to finalisation (deciding on actions to be taken). A new operating model for the community response team is producing efficiencies and consequently the 2017-18 Estimated Actual result is anticipated to be an improvement on the 2017-18 Target/Estimate.
5. This service standard measures the effectiveness of the department's management of instances where non-compliance has been identified and corrective action taken to both assist customers to better understand their environmental obligations and to deal with non-compliance through proportionate and consistent enforcement action.
6. This service standard measures the efficiency of the investigations team's effort in investigating formal requests, including those referred from the Department of Aboriginal and Torres Strait Islander Partnerships (Cultural Heritage), to the point that a decision has been made to take action.
7. This service standard measures the effectiveness of regulatory activities in reducing the overall risk to the environment. New Environmental Authorities (EA), approved under the *Environmental Protection Act 1994*, will have their Environmental Values reviewed and validated through a subsequent site visit. This will ensure that the original impact assessment and conditioning of the activity are effective in identifying and controlling all the impact risks (assuming the EA is complied with). Data for this measure will not be available until after the end of the financial year, and will be published on the department's website.
8. This service standard measures the efficiency of the Business Centre Assessment Teams in making permit/licence application decisions. The number of permits/licence assessments has declined and may continue to decline due to a drop in commodity prices and the likely prolonged nature of the low commodity price environment. As a result of lower application numbers, the department has shifted standard EA decisions into the business centres, which has resulted in increased efficient decisions overall. The 2018-19 Target/Estimate has been reduced to \$7,000 from the 2017-18 Target/Estimate of \$8,500.
9. This service standard measures the effectiveness of the Litigation Branch in successfully finalising litigation matters in order to support best practice environmental management.
10. This service standard measures the efficiency of the Litigation Branch in reviewing all potential prosecutions and making timely decisions on whether charges can be laid against the offender or offenders. This is not a regulatory timeframe as it is set by the service area.
11. This service standard is a measure of Queensland's contribution to the improvement of reef water quality. A 2018-19 Target/Estimate is not available due to the model underpinning the measure being rebuilt. Annual targets will be established following completion of that process. A Target/Estimate is expected to be established from 2019-20. The performance result for 2018-19 will be reported in the 2019-20 financial year.
12. This service standard measures the effectiveness of the SmartCane BMP. The SmartCane BMP sets the industry standards for whole-of-farm management across the cane industry to have a positive impact on nutrient, sediment run-off and consequential impacts on Great Barrier Reef water quality. While participation rates are close to the target, accreditation rates are falling short. Accreditation rates are slow due to the amount of time required by growers to achieve accreditation and support available to them to take those steps. The program is being adapted to improve accreditation rates.
13. An efficiency measure is being developed for this service and will be included in a future *Service Delivery Statement*.

## Species and Ecosystem Protection Services

### Service area objective

To protect Queensland's ecosystems by ensuring the diversity and integrity of Queensland's natural ecosystems are preserved, the conservation status of native species is maintained or enhanced, the use of native species is adequately controlled and negative interactions between humans and wildlife are minimised.

### Service area description

The service area:

- protects Queensland's flora and fauna and high value ecosystems
- minimises negative interactions between humans and wildlife
- promotes sustainable management of Queensland's terrestrial, marine and wetlands biodiversity values, including by employing Aboriginal and Torres Strait Islander Rangers through the Land and Sea Rangers Program
- works with key stakeholders including local government, environment and conservation groups, businesses and communities to achieve a sustainable environment for the future by reducing our environmental footprint and communicating the health of our ecosystems.

### Services

- Protecting environments, ecosystems, habitats and species.
- Controlling and/or allowing the use of native species.

### 2018-19 service area highlights

- Provide \$2.1 million for crocodile management, including a Crocwise public safety education program and a crocodile monitoring program. Information from the monitoring program will be used to inform future policies and other approaches to crocodile management in Queensland.
- Provide \$715,000 in 2018-19 for the preparation of a new Koala Conservation Strategy to implement recommendations from the Koala Expert Panel's final report on measures that can be taken to reverse the decline in koala population densities in South East Queensland.
- Provide \$450,000 (\$2.7 million over four years ending in 2018-19) to research alternative management approaches for problem urban flying fox roosts in North Queensland. The project aims to improve overall understanding of flying fox behaviour and roost site selection in order to provide information to enable local governments and other landholders to deliver more effective approaches to the management of flying fox roosts in urban areas.
- Provide \$1.5 million in 2018-19 (\$6 million over four years ending in 2019-20) to Australia Zoo, RSPCA, and Currumbin Wildlife Sanctuary to provide a coordinated response to injured wildlife and wildlife incidents throughout South East Queensland. This initiative includes expanded options for wildlife care, training and support for wildlife carers to improve rehabilitation and release of wildlife, and the development and delivery of emergency response capability for critical wildlife incidents such as oil spills.
- Provide increased funding totalling \$350,000 (\$1.8 million over five years) for the longstanding agreement with the Queensland Conservation Council and nine regional conservation councils. This increase in funding will assist each recipient group to continue and improve the services they provide to their representative communities and improve the recipient's ability to represent these communities on local environmental conservation issues. Including an ongoing base allocation of \$490,000 per year, the total funding provided per year is \$840,000.
- Provide \$500,000 for cassowary rehabilitation in the Wet Tropics.

| Department of Environment and Science                                                                                                 | Notes | 2017-18 Target/Est. | 2017-18 Est. Actual | 2018-19 Target/Est. |
|---------------------------------------------------------------------------------------------------------------------------------------|-------|---------------------|---------------------|---------------------|
| <b>Service area: Species and Ecosystem Protection Services</b>                                                                        | 1     |                     |                     |                     |
| <b>Service: Protecting environments, ecosystems, habitats and species</b>                                                             |       |                     |                     |                     |
| <b>Service standards</b><br><i>Effectiveness measure</i><br>Percentage of Queensland's land area that is protected                    | 2     | 7.9%                | 8.21%               | 8.21%               |
| <i>Efficiency measure</i><br>Cost per session for the Queensland wetland information system (WetlandInfo)                             | 3     | <\$4                | <\$3                | <\$3                |
| <b>Service: Controlling and/or allowing the use of native species</b>                                                                 |       |                     |                     |                     |
| <b>Service standards</b><br><i>Effectiveness measure</i><br>Percentage of problem crocodile declarations resolved within three months | 4     | 75%                 | 98%                 | 80%                 |
| <i>Efficiency measure</i><br>Average cost per wildlife permit or licence issued                                                       | 5     | New measure         | New measure         | <\$150              |

Notes:

1. This service area was transferred from the former Department of Environment and Heritage Protection following machinery-of-government changes in December 2017.
2. This service standard measures the percentage of Queensland land which is dedicated as national park, conservation park or resources reserve, or declared as a nature refuge. The increase in the 2017-18 Estimated Actual is predominately due to the declaration of approximately 680,000 hectares of nature refuge during 2017-18. The 2018-19 Target/Estimate has increased to 8.21 per cent from the 2017-18 Target/Estimate of 7.9 per cent. An assessment of probable additions to, and revocations from, the protected area estate suggests the percentage will remain stable during 2018-19.
3. This service standard measures the number of user sessions for WetlandInfo compared with the total staff and other costs involved in managing the system. Costs include all departmental staff expenses, for example salaries, to provide input data plus on-costs charged to maintain the system. This measure provides an indication of the efficiency with which WetlandInfo website information delivery is provided to customers. The 2018-19 Target/Estimate has been reduced to <\$3 from the 2017-18 Target/Estimate of <\$4 as a result of improved efficiencies.
4. This service standard measures the percentage of all problem crocodile declarations resolved within three months of declaration. 'Problem crocodile' is defined in the Nature Conservation (Estuarine Crocodile) Conservation Plan 2007 and the Queensland Crocodile Management Plan. If the department determines that a crocodile poses an unacceptable risk, it is declared to be, and dealt with, as a 'problem crocodile'. The three-month timeframe takes into account the reasonable time required to resolve the matter based on previous cases—it is not a statutory timeframe. Problem crocodiles can be resolved by: removal by wildlife officers; referral to a private contractor for removal; lethal take of the crocodile; or a determination that the animal is undeclared as a problem crocodile (for instance because the department believes the crocodile has moved away and no longer poses a risk to humans). The measure description has been amended from 'Percentage of declared crocodiles of concern removed within three months of declaration' in the 2017-18 *Service Delivery Statements* to more accurately describe the measure. The calculation methodology has not changed.
5. This service standard measures the average cost of each wildlife permit or licence approved, refused or withdrawn by the department. Costs involve salaries, on-costs and operational expenses for the Wildlife Assessments Team.

## Heritage Protection Services

### Service area objective

To protect Queensland's heritage by recognising its value and ensuring it is conserved and its value is promoted for present and future generations.

### Service area description

This service area is responsible for protecting Queensland's built heritage by:

- supporting the Queensland Heritage Council to administer the *Queensland Heritage Act 1992*
- maintaining the Queensland Heritage Register
- promoting the value and understanding of Queensland's heritage, including archaeology, through programs, education and investment initiatives
- providing technical advice about the development of State heritage places
- promoting the appreciation, and continued use, of heritage places through adaptive reuse.

### 2018-19 service area highlights

To ensure significant Queensland heritage places are identified and their values protected, the department will:

- enhance policies and procedures designed to protect the State's built heritage
- continue to promote the value and increase community understanding of Queensland's heritage
- continue to review and update the State's heritage register
- provide additional funding of up to \$6.1 million over three years, which includes up to \$5.8 million in 2018-19 for urgent remedial conservation works to ensure the protection and structural integrity of identified State heritage buildings
- develop options for implementing the proposals outlined in the Heritage Working Group's final report.

| Department of Environment and Science                                                                                                                                                                                | Notes | 2017-18 Target/Est. | 2017-18 Est. Actual | 2018-19 Target/Est. |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------------------|---------------------|---------------------|
| <b>Service area: Heritage Protection Services</b>                                                                                                                                                                    | 1     |                     |                     |                     |
| <b>Service standards</b><br><i>Effectiveness measure</i><br>Percentage of departmental heritage recommendations, for inclusion in or removal from the Heritage Register, accepted by the Queensland Heritage Council | 2     | 90%                 | 90%                 | 90%                 |
| <i>Efficiency measure</i><br>Average cost per heritage register entry reviewed and updated                                                                                                                           | 3     | \$235               | \$235               | \$235               |

Notes:

1. This service area was transferred from the former Department of Environment and Heritage Protection following machinery-of-government changes in December 2017.
2. The department is responsible for researching, consulting relevant parties and making recommendations to the Queensland Heritage Council (QHC) for places nominated for inclusion in, or removal from, the Queensland Heritage Register (the Register). As an independent statutory body, the QHC is responsible for making the decision about which places are added to or removed from the Register. In making this decision the QHC must consider the department's recommendations, public submissions, oral representations, the physical condition or structural integrity of the place and any other information it considers relevant.
3. The Register contains more than 1,740 entries. Some of the information dates from 1992 when it was transitioned from other registers. These entries are being updated to improve the accuracy of information about places in the Register. This service standard measures the full-time equivalent staff cost to review and update entries in the Register. A review can result in changes that range from minor (for example change of location details), to major (for example rewriting a history in an entry).

## National Parks

### Service area objective

Management of our parks and forests sustains natural and cultural values, builds environmental resilience to ensure healthy species and ecosystems, and facilitates nature-based and ecotourism, recreation and heritage experiences.

### Service area description

This service area:

- conserves natural and cultural values on parks and forests, including through fire, pest and weed management
- facilitates nature-based and ecotourism, recreation and heritage experiences within parks and forests, including building and maintaining visitor and tourism infrastructure, and providing interpretation and activities that enhance visitor experiences and understanding
- provides protected area services in partnership with Traditional Owners and Aboriginal and Torres Strait Islander communities
- manages parks and forests permissions, including administering permits and authorities for tourism, infrastructure and sustainable resource use, and delivering a streamlined permit system
- delivers joint field management in the Great Barrier Reef in partnership with the Australian Government.

### 2018-19 service area highlights

- Progress implementation of a values-based framework for the management of parks and forests, including through planning instruments, management systems, monitoring programs and effectiveness evaluation and reporting.
- Advance delivery of \$35 million in capital works projects to enhance critical infrastructure, including nature-based tourism opportunities, on national parks and other protected areas.
- Establish ex-HMAS *Tobruk* as a premier dive destination for the Wide Bay area.
- Finalise Significant Regional Infrastructure Projects Program initiatives to redevelop the Mon Repos Turtle Centre and expand the public mooring and reef protection program in the Great Barrier Reef World Heritage Area.
- Deliver increased funding of \$4.1 million in 2018-19 (\$26 million over four years) to enhance the Great Barrier Reef Joint Field Management Program frontline service delivery.
- Deliver increased funding of \$429,000 in 2018-19 (\$1.3 million over three years) and ongoing to support the operation of a new ocean-going patrol vessel for the Great Barrier Reef Joint Field Management Program.
- Continue to deliver departmental contributions to the Reef 2050 Long-Term Sustainability Plan, including the Raine Island recovery project.
- Investigate options for management of Moreton Island (Mulgumpin) protected areas with the Quandamooka people.
- Implement joint management arrangements in the North Stradbroke Island (Minjerribah) area, including Naree Budjong Djara National Park.
- Implement joint management arrangements on Cape York Peninsula Aboriginal land national parks.
- Effectively regulate the sustainable use of natural resources on Queensland's parks and forests.
- Develop a Queensland Protected Area Strategy.
- Undertake a comprehensive review of the Marine Parks (Great Sandy) Zoning Plan 2017.

| Department of Environment and Science                                                                                                                                                                                                   | Notes | 2017-18 Target/Est. | 2017-18 Est. Actual | 2018-19 Target/Est. |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------------------|---------------------|---------------------|
| <b>Service area: National Parks</b>                                                                                                                                                                                                     | 1     |                     |                     |                     |
| <b>Service standards</b><br><i>Effectiveness measures</i><br>Percentage of the scheduled Protection Zone fuel management treatment achieved on Queensland Parks and Wildlife Service (QPWS) managed estate to protect life and property | 2     | New measure         | New measure         | 90%                 |

| Department of Environment and Science                                                                                                         | Notes | 2017-18 Target/Est. | 2017-18 Est. Actual | 2018-19 Target/Est. |
|-----------------------------------------------------------------------------------------------------------------------------------------------|-------|---------------------|---------------------|---------------------|
| Area of the QPWS managed estate with fuel loads reduced by planned burning, to reduce fire risk to life and property and protect biodiversity | 3     | 632,000 ha          | 632,000 ha          | 634,800 ha          |
| Number of overnight camper stays hosted on national parks and forests                                                                         | 4     | 1.4 million         | 1.4 million         | 1.4 million         |
| <i>Efficiency measure</i>                                                                                                                     | 5     |                     |                     |                     |

Notes:

1. This service area was transferred from the former Department of National Parks, Sport and Racing following machinery-of-government changes in December 2017.
2. This service standard measures the area of hazard reduction planned burning and other fuel management treatments (including mowing, slashing and mulching) implemented, as a percentage of the area of annual fuel management treatment scheduled for Protection Zones on QPWS estate. This measure focuses on protecting key community interests from the threat of wildfire, by reducing fuel hazards in specifically identified critical areas close to residences and other urban areas, and strategically important areas within reserves. It measures the effectiveness of QPWS's fire program in meeting its legislative and social obligations to protect life and property. Baseline data relevant to this service standard has been collected in conjunction with the discontinued service standard 'Percentage of the Protection and Wildfire Mitigation Zones fuel management treatment target achieved on QPWS managed estate to protect life and property'.
3. This service standard reflects the 2009 Victorian Bushfires Royal Commission recommendation that a five per cent target for prescribed burning of the state should be established. The 2018-19 Target/Estimate is 634,800 hectares, reflecting approximately five per cent of the QPWS managed estate as at 31 December 2017 (not including the 301,000 hectares of State Plantation Forests under licence to HQ Plantations Pty Ltd). As stated in the *2009 Victorian Bushfires Royal Commission Final Report (Summary)*: 'Prescribed burning is one of the main tools for fire management on public land'. The planned burning program is subject to suitable weather conditions to ensure safe and effective burns; therefore, achieving the target is affected by seasonal conditions such as extended drought.
4. This service standard measures how effectively the department achieves the service area objective of facilitating nature-based and ecotourism, recreation and heritage experiences in parks and forests. While camping statistics are influenced by a range of factors including the tourism economy and extreme weather events, departmental programs aimed at supporting sustainable ecotourism and recreation use and improved visitor experiences are expected to maintain or increase overnight camper stays.
5. An efficiency measure is being developed for this service area and will be included in a future *Service Delivery Statement*.

## Science

### Service area objective

To provide support for science and research partnerships in Queensland, and provide trusted scientific knowledge, information and advice to support the achievement of Government priorities.

### Service area description

The service area includes the Office of the Queensland Chief Scientist which has the following portfolio responsibilities:

- leads science strategy across Government and provides advice on the role of science and research in achieving government priorities
- leads science engagement and communications on a range of issues, including science, technology, engineering and mathematics (STEM) education, and promotes Queensland science.

The service area also:

- delivers scientific and technical expertise for environmental, natural resource and sustainable agricultural industries
- manages foundation scientific information, including atmospheric, wave and storm tide, drought, climate, air, land and water data and decision support models
- leads a program to modernise scientific information systems
- showcases the capability of Queensland science to national and international businesses and governments
- prioritises, develops and evaluates science-related policies and plans for future science investment and its impacts
- regulates dealings involving genetically modified organisms in Queensland under the *Gene Technology Act 2016*
- regulates biodiscovery activities conducted on state land or Queensland waters under the *Biodiscovery Act 2004*.

### 2018-19 service area highlights

Office of the Queensland Chief Scientist

- In 2019, the Office of the Queensland Chief Scientist will continue to support the World Science Festival Brisbane.
- In 2018, the Flying Scientist program (a partnership with Wonder of Science) will continue to send our Queensland scientists to regional and remote Queensland to deliver workshops, seminars and community programs.
- Continue to deliver the Engaging Science Grants. The aim is to increase participation in STEM subjects and increase engagement and participation of the community in science-based activities, including Citizen Science projects.
- Launch the Citizen Science Strategy, which is an important mechanism to help address the goals of increasing community awareness and participation in citizen science and providing additional scientific data for scientists, policy makers and the community.
- Deliver an annual signature event for National Science Week. In August 2018, the Office of the Queensland Chief Scientist will deliver a two-day STEM pop-up event in Longreach to build student interest in STEM subjects and qualifications, and increase community engagement with scientists and science-based activities.

Science

- Through the Queensland Water Modelling Network, deliver key modelling research and development and an External Engagement Program capitalising upon the extensive modelling expertise held outside Government to foster capacity building, community of practice, and innovation.
- Facilitate the AusBiotech 2018 National Conference and Investment Event that will profile Queensland's life sciences internationally and provide an opportunity for local industry to meet global biotechnology leaders and investors.
- Boost the evidence base for measuring the effectiveness of vegetation management by establishing an enhanced scientific program for the Statewide Landcover and Trees Study (SLATS).
- Improve the pasture growth model (GRASP) with innovative approaches to develop decision support tools to enable landholders to make climate-smart and sustainable natural resource use in grazing lands.

| Department of Environment and Science                                                                                                                                                                                                | Notes | 2017-18 Target/Est. | 2017-18 Est. Actual | 2018-19 Target/Est. |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------------------|---------------------|---------------------|
| <b>Service area: Science</b>                                                                                                                                                                                                         | 1     |                     |                     |                     |
| <b>Service standards</b><br><i>Effectiveness measures</i><br>Percentage of customers from government agencies satisfied with the natural resource and environmental science services and information provided (overall satisfaction) | 2     | ≥87%                | 91%                 | ≥87%                |
| Percentage of laboratory tests completed and made available within agreed timeframes and quality specifications to support <i>Reef 2050 Water Quality Improvement Plan</i> and other government priorities                           | 3     | ≥87%                | 89%                 | ≥87%                |
| <i>Efficiency measure</i><br>Co-investment as a percentage of the Science appropriation budget                                                                                                                                       | 4     | ≥25%                | 21.3%               | ≥20%                |

Notes:

1. This is a new service area created as a result of the transfer of the Science Division and the Office of the Queensland Chief Scientist from the former Department of Science, Information Technology and Innovation following machinery-of-government changes in December 2017. The service standards presented in this service area were previously published in the 'Services for Government' service area.
2. This service standard is an indicator of the success of delivering Science services to meet the key priorities of Government customers for environmental and natural resource policy and decision making. There has been a minor change to the wording of the measure to delete 'other' before 'government agencies' due to the machinery-of-government changes in December 2017, which resulted in customers from the former Department of Environment and Heritage Protection and the former Department of National Parks, Sport and Racing being realigned within the Department of Environment and Science. The survey has standard questions for overall satisfaction and the five key drivers of satisfaction (timeliness, ease of access, staff, quality, and outcome/outputs). The survey results reflect concerted efforts to improve service delivery and client relationships, including quarterly client meetings and improved governance processes.
3. There has been a minor update to the wording of this service standard to insert '*Reef 2050 Water Quality Improvement Plan*' in lieu of 'Reef Plan 2013-18' to reflect a change in the policy document. The calculation methodology has not changed. The timeframes involved are negotiated per sample submission and quality will be measured by maintenance of accreditation with the National Association Testing Authorities, Australia and performance in national and international laboratory proficiency trials. To maintain accreditation the departmental Chemistry Laboratory is required to constantly review processes and procedures. This ensures that clients receive best practice service delivery.
4. This service standard is an indicator of efficiency in delivering services for Government and external customers by maximising financial resources through leveraging and partnering. Appropriated funding is leveraged by performing services for other State Government agencies and by partnering with external organisations, including universities and other scientific organisations. The measure description has been amended from 'Co-investment as a percentage of the Science Delivery budget' in the 2017-18 *Service Delivery Statements* to more accurately describe the measure. External funding provided to Science to conduct ongoing and essential services was realigned from client departments to the Science appropriation budget. As a result, from 2017-18 onwards the realigned funding can no longer be counted as a co-investment. This change was unable to be reflected in the 2017-18 Target/Estimate. The 2018-19 Target/Estimate has now been adjusted to reflect this change. The measure methodology has not changed.

## Arts Queensland

### Service area objective

Support Queenslanders' access to arts and culture to enable growth of the arts sector and a community that values the arts.

### Service area description

Arts Queensland manages investment programs that support individual artists and arts and cultural organisations; supports capital infrastructure that provides public spaces for arts production and engagement; maintains Queensland's premier cultural assets; and provides arts and cultural policy and strategy advice to the Queensland Government.

### Services

- Investment programs.
- Facilities management.

### 2018-19 service area highlights

- Invest \$5 million (\$125 million over four years ending in 2021-22) to build a new performing arts theatre at the Queensland Performing Arts Centre.
- Provide \$4.9 million (\$8.5 million over two years) to address critical infrastructure upgrade works at the Queensland Museum and install a further two cooling towers within the Central Energy Plant, Queensland Cultural Centre, South Bank.
- Provide increased funding of \$8 million over two years, in addition to \$2 million in 2017-18, to the Rockhampton Regional Council for the construction of a new Rockhampton Art Gallery. This is subject to the confirmation of a \$10 million contribution from the Australian Government.
- Invest \$1.8 million (\$9 million over three years) to implement sustainability and energy efficiency measures at the Queensland Cultural Centre, South Bank.
- Invest \$1.5 million (\$3.3 million over two years) to address critical infrastructure works at Queensland Performing Arts Centre.
- Invest \$12.8 million through contestable funding programs including the Organisations Fund, Queensland Arts Showcase Program and Playing Queensland Fund.
- Invest \$7 million (\$17.5 million over four years ending in 2020-21) through the Arts Infrastructure Investment Fund to support priority infrastructure projects that will revitalise existing State-owned arts and cultural facilities, including the Judith Wright Centre of Contemporary Arts and the Cairns Centre of Contemporary Arts.
- Invest \$3.4 million (\$6.5 million over four years ending in 2020-21) to support Aboriginal and Torres Strait Islanders' and regional arts initiatives, including a Regional Arts Services Network and the employment of regionally based arts officers across the state.
- Continue to invest \$2.1 million (over two years from 2017-18) through the Backing Indigenous Arts initiative to strengthen the Aboriginal and Torres Strait Islander performing arts sector in Far North Queensland, including the development and showcase of new work and creation of career opportunities for Aboriginal and Torres Strait Islander artists and arts workers.

| Department of Environment and Science                         | Notes | 2017-18 Target/Est. | 2017-18 Est. Actual | 2018-19 Target/Est. |
|---------------------------------------------------------------|-------|---------------------|---------------------|---------------------|
| Service area: Arts Queensland                                 | 1     |                     |                     |                     |
| Service: Investment programs                                  |       |                     |                     |                     |
| Service standards                                             |       |                     |                     |                     |
| Effectiveness measure                                         |       |                     |                     |                     |
| Customer satisfaction with Arts Queensland's service delivery | 2     | 90%                 | 91%                 | 90%                 |

| Department of Environment and Science                                                                                                          | Notes | 2017-18 Target/Est. | 2017-18 Est. Actual | 2018-19 Target/Est. |
|------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------------------|---------------------|---------------------|
| <i>Efficiency measure</i><br>Government funding provided direct to arts and cultural sector as a proportion of total investment program budget | 3     | New measure         | New measure         | 85%                 |
| <b>Service: Facilities management</b>                                                                                                          |       |                     |                     |                     |
| <b>Service standards</b><br><i>Effectiveness measure</i><br>Utilisation of state-owned arts and cultural facilities                            | 4     | 5,834,000 visitors  | 6,629,000 visitors  | 5,900,000 visitors  |
| <i>Efficiency measure</i><br>Percentage cost of delivering facilities management                                                               | 5     | New measure         | New measure         | <10%                |

Notes:

1. This service area was transferred from the Department of the Premier and Cabinet following machinery-of-government changes in December 2017.
2. This service standard is a measure of overall customer satisfaction with Arts Queensland's service delivery.
3. This service standard measures efficiency in the use of government funding provided to Arts Queensland because it demonstrates the relationship between the results achieved (government funding provided direct to the arts and cultural sector) for the resources used (costs of delivering the investment programs). The calculation uses Arts Queensland's total grant funding provided direct to the arts and cultural sector divided by Arts Queensland's total investment program budget excluding administered funding. Historical financial information has been used as a baseline for this measure.
4. This service standard is based on the total estimated attendance figures at the Queensland Cultural Centre (QCC) and the Judith Wright Centre of Contemporary Arts. The 2017-18 Estimated Actual is above target, influenced by higher than anticipated attendance at the Queensland Art Gallery | Gallery of Modern Art's exhibitions—*Marvel: Creating the Cinematic Universe* and *Yayoi Kusama: Life is the Heart of a Rainbow*, and the establishment of several photographic exhibitions displayed in the Whale Mall at the Queensland Museum. The 2018-19 Target/Estimate has increased to 5,900,000 visitors from the 2017-18 Target/Estimate of 5,834,000 visitors. Brisbane City Council's Brisbane Metro project has outlined early works to commence in mid-2018, which will include relocation of underground services adjacent to the QCC. The impact of these works on visitation is unknown but may impact accessibility to these venues at the QCC.
5. This service standard measures the percentage cost of delivering facilities management services to Arts Queensland owned arts and cultural buildings. This measure demonstrates the relationship between the results achieved (facilities management services across arts and cultural buildings) for the resources used (employee costs to deliver these services). Historical financial information and analysis of Arts Queensland contracts and service providers have been used to formulate the baseline for this measure.

## Discontinued measures

Performance measures included in the 2017-18 *Service Delivery Statements* that have been discontinued or replaced are reported in the following table with estimated actual results.

| Department of Environment and Science                                                                                                                                                            | Notes | 2017-18 Target/Est. | 2017-18 Est. Actual | 2018-19 Target/Est.  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------------------|---------------------|----------------------|
| <b>Service area: Environmental Protection Services</b>                                                                                                                                           |       |                     |                     |                      |
| Average cost per formal investigation into serious non-compliance                                                                                                                                | 1     | \$3,500             | \$4,990             | Discontinued measure |
| Queensland's contribution to a reduction in the annual loads of nitrogen, sediment and pesticides to the Great Barrier Reef                                                                      | 2     | ≥1%                 | ..                  | Discontinued measure |
| <b>Service area: Species and Ecosystem Protection Services</b>                                                                                                                                   |       |                     |                     |                      |
| Percentage of threatened species, targeted under recovery plans, which maintain or improve their classification                                                                                  | 3     | 95%                 | 100%                | Discontinued measure |
| Average cost per wildlife permit or licence issued                                                                                                                                               | 4     | <\$100              | \$98                | Discontinued measure |
| <b>Service area: National Parks</b>                                                                                                                                                              |       |                     |                     |                      |
| Percentage of the Protection and Wildfire Mitigation Zones fuel management treatment target achieved on Queensland Parks and Wildlife Service (QPWS) managed estate to protect life and property | 5     | 90%                 | 90%                 | Discontinued measure |
| <b>Service area: Arts Queensland</b>                                                                                                                                                             |       |                     |                     |                      |
| Funding provided to arts and cultural sector as a proportion of arts operating budget                                                                                                            | 6     | 75%                 | 75%                 | Discontinued measure |
| Non-government revenue as a percentage of total revenue                                                                                                                                          | 7     | 17%                 | 14%                 | Discontinued measure |

Notes:

1. This service standard has been replaced by a new service standard which measures the median cost per formal investigation into serious non-compliance. This change provides a more accurate assessment of the standard cost of an investigation by reducing the impact of outliers on the calculation. Due to the level of complexity of a number of matters, the 2017-18 Estimated Actual of \$4,990 has exceeded the 2017-18 Target/Estimate of \$3,500.
2. This whole-of-government service standard has been replaced by a new effectiveness measure. Performance for this service standard was reported annually through the Great Barrier Reef Report Card. The report card results are a culmination of Queensland and Australian Government investment and actions as well as private investment. There will be no report card in 2018. The performance result for this discontinued measure will be available in the Great Barrier Reef Report Card in June 2019 for the 2016-17 and 2017-18 financial years.
3. This service standard is not an optimal measure of the effectiveness of the threatened species program because species recovery plans, and the associated species profiles and threats database, are administered by the Australian Government and therefore outside the department's control. The measure will continue to be reported in the *Queensland State of the Environment* report. As there have been no changes of species' listing status under the *Nature Conservation Act 1992* during the reporting period, 100 per cent of species have maintained their classification.
4. This service standard has been replaced by a new service standard due to a change in the calculation methodology as a result of the creation of a standalone wildlife assessments team.
5. This service standard has been replaced by a new service standard focusing on protection zones only, which are the primary zones for the protection of life and property. The wildfire mitigation zone component of the measure will continue to be reported through the existing service standard 'Area of the QPWS managed estate with fuel loads reduced by planned burning, to reduce fire risk to life and property and protect biodiversity'.
6. This service standard has been replaced by a new service standard which measures government funding provided direct to the arts and cultural sector, as a proportion of the total investment program budget, rather than as a proportion of the arts operating budget.

7. This service standard has been replaced as it no longer represents the most efficient measure of facilities management services. The measure will also be discontinued from other reporting sources such as the annual report. The 2017-18 Estimated Actual is lower than the 2017-18 Target/Estimate primarily due to an increase in appropriation reflecting increased depreciation funding and new initiatives since the 2017-18 Budget which have effectively diluted the ratio of own source revenue generation to total revenue.

Published on DES Disclosure Log  
RTI Act 2009

## Administered items

Administered activities are those undertaken by departments on behalf of the Government.

The Department of Environment and Science administers funds on behalf of the State including the collection of a range of regulatory fees associated with contaminated land searches, development applications and sand dredging royalties; permits for the keeping of wildlife and licensing of the recreational and commercial harvesting of wildlife; permits for commercial activity in or near parks; fines and forfeitures. These fees are generally levied on business and members of the community and remitted to Queensland Government's Consolidated Fund.

In 2018-19, the department will also begin the collection of the Waste Disposal Levy. The levy will improve recycling outcomes and address the interstate transportation of waste to Queensland.

Financial statements and variance explanations in relation to administered items appear in the departmental financial statements.

The department also administers funds for the Arts statutory bodies including the Queensland Art Gallery, Queensland Museum, Queensland Performing Arts Trust, State Library of Queensland and Queensland Theatre Company.

Administered funding provided for each entity in 2018-19 is:

- \$32.9 million for Queensland Art Gallery.
- \$28.7 million for Queensland Museum.
- \$64.6 million for State Library of Queensland.
- \$10.6 million for Queensland Performing Arts Trust.
- \$2.6 million for Queensland Theatre Company.

Financial statements and variance explanations for the Queensland Art Gallery, Queensland Museum, Queensland Performing Arts Trust and State Library of Queensland are separately reported within the *Service Delivery Statements*.

# Departmental budget summary

The table below shows the total resources available in 2018-19 from all sources and summarises how resources will be applied by service area and by controlled and administered classifications.

| Department of Environment and Science         | 2017-18 Budget \$'000 | 2017-18 Est. Actual \$'000 | 2018-19 Budget \$'000 |
|-----------------------------------------------|-----------------------|----------------------------|-----------------------|
| <b>CONTROLLED</b>                             |                       |                            |                       |
| <b>Income</b>                                 |                       |                            |                       |
| Appropriation revenue <sup>1</sup>            |                       |                            |                       |
| Deferred from previous year/s                 | 21,138                | 52,826                     | 58,148                |
| Balance of service appropriation <sup>3</sup> | 414,564               | 352,697                    | 593,327               |
| Other revenue                                 | 105,173               | 141,135                    | 158,212               |
| <b>Total income</b>                           | <b>540,875</b>        | <b>546,658</b>             | <b>809,687</b>        |
| <b>Expenses</b>                               |                       |                            |                       |
| Environmental Protection Services             | 173,124               | 188,534                    | 240,709               |
| Species and Ecosystem Protection Services     | 92,009                | 76,434                     | 81,995                |
| Heritage Protection Services                  | 5,106                 | 4,436                      | 4,625                 |
| National Parks <sup>3</sup>                   | 147,588               | 148,345                    | 248,196               |
| Science <sup>3</sup>                          | 45,410                | 44,922                     | 85,793                |
| Arts Queensland <sup>3</sup>                  | 84,363                | 82,845                     | 149,742               |
| Corporate Partnerships <sup>2</sup>           | 2,778                 | 2,829                      | 2,820                 |
| <b>Total expenses</b>                         | <b>550,378</b>        | <b>548,345</b>             | <b>813,880</b>        |
| <b>Operating surplus(deficit)</b>             | <b>(9,503)</b>        | <b>(1,687)</b>             | <b>(4,193)</b>        |
| <b>Net assets</b>                             | <b>5,520,421</b>      | <b>5,544,839</b>           | <b>5,556,465</b>      |
| <b>ADMINISTERED</b>                           |                       |                            |                       |
| <b>Revenue</b>                                |                       |                            |                       |
| Commonwealth revenue                          | ..                    | ..                         | ..                    |
| Appropriation revenue <sup>3</sup>            | 70,271                | 71,194                     | 139,452               |
| Other administered revenue                    | 8,385                 | 8,385                      | 109,525               |
| <b>Total revenue</b>                          | <b>78,656</b>         | <b>79,579</b>              | <b>248,977</b>        |
| <b>Expenses</b>                               |                       |                            |                       |
| Transfers to government                       | 8,385                 | 8,385                      | 109,525               |
| Administered expenses <sup>3</sup>            | 70,271                | 71,194                     | 139,452               |
| <b>Total expenses</b>                         | <b>78,656</b>         | <b>79,579</b>              | <b>248,977</b>        |
| <b>Net assets</b>                             | <b>1,275</b>          | <b>547</b>                 | <b>547</b>            |

Notes:

- Includes State and Commonwealth funding.
- Corporate Services, hosted by the Department of Environment and Sciences as part of the Business and Corporate Partnership arrangement, provides services to the following departments: Natural Resources, Mines and Energy; Agriculture and Fisheries; Innovation, Tourism Industry Development and the Commonwealth Games.

3. The 2018-19 budget includes funding for a full twelve month period while the 2017-18 budget and Estimated Actual totals includes only six months. This is a result of the machinery-of-government changes in December 2017 which has also resulted in the Business Corporate Partnership funding previously allocated to the Corporate Partnerships being reallocated across the department's services.

Published on DES Disclosure Log  
RTI Act 2009

## Service area sources of revenue<sup>1</sup>

| Sources of revenue<br>2018-19 Budget         |                      |                                 |                                       |                               |                            |
|----------------------------------------------|----------------------|---------------------------------|---------------------------------------|-------------------------------|----------------------------|
| Department of Environment<br>and Science     | Total cost<br>\$'000 | State<br>contribution<br>\$'000 | User<br>charges<br>and fees<br>\$'000 | C'wealth<br>revenue<br>\$'000 | Other<br>revenue<br>\$'000 |
| Environmental Protection Services            | 240,709              | 171,693                         | 66,493                                | 486                           | 2,151                      |
| Species and Ecosystem Protection<br>Services | 81,995               | 76,507                          | 1,292                                 | 3,522                         | 11                         |
| Heritage Protection Services                 | 4,625                | 4,619                           | 4                                     | 2                             | 1                          |
| National Parks                               | 248,196              | 191,279                         | 28,260                                | 18,065                        | 7,119                      |
| Science                                      | 85,793               | 77,812                          | 1,188                                 | 678                           | 5,943                      |
| Arts Queensland                              | 149,742              | 126,745                         | 22,868                                | ..                            | 129                        |
| Corporate Partnerships                       | 2,820                | 2,820                           | ..                                    | ..                            | ..                         |
| <b>Total<sup>2</sup></b>                     | <b>813,880</b>       | <b>651,475</b>                  | <b>120,105</b>                        | <b>22,753</b>                 | <b>15,354</b>              |

Notes:

1. Explanations of variances are provided in the financial statements.
2. Total cost does not equal total sources of revenue due to the operating budget deficit.

## Budget measures summary

This table shows a summary of budget measures relating to the department since the 2017-18 State Budget. Further details are contained in *Budget Measures (Budget Paper 4)*.

| Department of Environment<br>and Science | 2017-18<br>\$'000 | 2018-19<br>\$'000 | 2019-20<br>\$'000 | 2020-21<br>\$'000 | 2021-22<br>\$'000 |
|------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Revenue measures</b>                  |                   |                   |                   |                   |                   |
| Administered                             | ..                | 100,724           | 405,657           | 408,004           | 407,831           |
| Departmental                             | ..                | ..                | ..                | ..                | ..                |
| <b>Expense measures<sup>1</sup></b>      |                   |                   |                   |                   |                   |
| Administered                             | 432               | 7,479             | 7,000             | 10,000            | 10,000            |
| Departmental                             | 3,397             | 59,954            | 23,097            | 22,286            | 24,033            |
| <b>Capital measures</b>                  |                   |                   |                   |                   |                   |
| Administered                             | ..                | ..                | ..                | ..                | ..                |
| Departmental                             | 7,890             | 13,541            | 58,472            | 54,050            | 20,000            |

Note:

- Figures reconcile with *Budget Measures (Budget Paper 4)*, including the whole-of-government expense measure 'Reprioritisations'.

## Departmental capital program

Capital purchases for the Department of Environment and Science in 2018-19 total \$95 million. The 2018-19 capital program directly supports the department's objectives through a significant capital program in protecting and sustainably managing Queensland's environment and natural, cultural and heritage values; and promoting the development of, and engagement with science, heritage and the arts.

The National Parks capital works program provides infrastructure critical for the management, enjoyment and protection of Queensland's parks and forests. In 2018-19, capital investments will total \$59.3 million, including general expenditure of \$10.1 million on various projects to improve recreation and visitor facilities; \$10.2 million towards management and access facilities; as well as targeted expenditure on the following programs - \$13.5 million towards the Mon Repos Turtle Centre redevelopment; \$7.5 million towards projects to support ecotourism and tourism recovery in Whitsunday Island National Park; \$4.7 million to enhance critical infrastructure to support tourism activities at Glass House Mountains National Park, Noosa National Park and D'Aguilar National Park; and \$2.5 million on North Stradbroke Island (Minjerribah). The program will also invest \$5.3 million in the replacement of a major vessel to support the Great Barrier Reef Joint Field Management Program - Intergovernmental agreement. The remaining \$5.5 million will be spent on systems and plant and equipment.

The department will outlay \$24 million on arts and cultural related infrastructure projects, including \$5 million to commence construction of a new performing arts theatre at the Queensland Performing Arts Centre (QPAC), \$6.7 million for priority infrastructure projects across State-owned arts and cultural facilities, delivered through the Arts Infrastructure Investment Fund and a further \$12.3 million delivering critical infrastructure works and future energy efficiency across the Queensland Cultural Centre at South Bank.

The department will also continue to invest in the development of technology and systems to enable a targeted, scientific and risk-based approach to environmental management, ensuring sustainable development, conservation of nature and heritage and sustainable management of natural resources.

In addition, there is ongoing replacement of plant and equipment and continued development and enhancement of systems to support delivery of the department's frontline services.

## Capital budget

| Department of Environment and Science    | Notes | 2017-18 Budget \$'000 | 2017-18 Est. Actual \$'000 | 2018-19 Budget \$'000 |
|------------------------------------------|-------|-----------------------|----------------------------|-----------------------|
| <b>Capital purchases</b>                 | 1     |                       |                            |                       |
| Total land, buildings and infrastructure | 2     | 44,115                | 33,250                     | 73,022                |
| Total plant and equipment                | 3     | 10,051                | 10,443                     | 16,130                |
| Total other capital                      |       | 2,102                 | 5,002                      | 5,848                 |
| <b>Total capital purchases</b>           |       | <b>56,268</b>         | <b>48,695</b>              | <b>95,000</b>         |

Notes:

- For more detail on the agency's capital acquisitions please refer to *Capital Statement (Budget Paper 3)*.
- Increase in 2018-19 Budget from 2017-18 Estimated Actual relates to a full year of expenditure not impacted by machinery-of government changes as well as increased expenditure on Mon Repos Turtle Centre, ecotourism initiatives in National Parks and additional funding in the Arts portfolio for a new performing arts venue at QPAC and other infrastructure across the Queensland Cultural Centre.
- Increase in 2018-19 Budget from 2017-18 Estimated Actual relates to a full year of expenditure not impacted by machinery-of-government changes as well as planned expenditure towards the replacement of a major vessel to support the joint Great Barrier Reef Field Management Program.

## Staffing<sup>1, 2</sup>

| Department of Environment and Science     | Notes | 2017-18 Adjusted Budget | 2017-18 Est. Actual | 2018-19 Budget |
|-------------------------------------------|-------|-------------------------|---------------------|----------------|
| Environmental Protection Services         | 3     | 756                     | 764                 | 749            |
| Species and Ecosystem Protection Services | 4     | 415                     | 393                 | 383            |
| Heritage Protection Services              |       | 34                      | 41                  | 41             |
| National Parks                            | 5, 6  | 1,233                   | 1,260               | 1,286          |
| Science                                   |       | 409                     | 397                 | 406            |
| Arts Queensland                           |       | 125                     | 125                 | 125            |
| Sub-total                                 |       | 2,972                   | 2,980               | 2,990          |
| Corporate Partnership                     | 7     | 25                      | 27                  | 27             |
| <b>TOTAL</b>                              |       | <b>2,997</b>            | <b>3,007</b>        | <b>3,017</b>   |

### Notes:

1. Full-time equivalents (FTEs) as at 30 June and excludes FTEs for the Corporate Administrative Agency.
2. Corporate FTEs are allocated across the service to which they relate.
3. Decrease in 2018-19 Budget compared to 2017-18 Estimated Actual predominantly relates to the completion of the initial stage of the Underground Coal Gas investigations program.
4. Decrease in 2017-18 Estimated Actual compared to 2017-18 Adjusted Budget predominantly relates to the change in project timing to 2018-19 for the Cape York and Great Sandy world heritage nominations programs.
5. Increase in 2017-18 Estimated Actual compared to 2017-18 Adjusted Budget primarily relates to the delivery of the Revitalising National Parks program.
6. Increase in 2018-19 Budget compared to 2017-18 Estimated Actual primarily relates to delivery of the increased program management under the Great Barrier Reef Joint Field Management Program jointly funded with the Australian Government.
7. The department participates in a partnership arrangement in the delivery of its services, whereby corporate FTEs are hosted by the department to work across multiple departments. The 2017-18 Adjusted Budget has been modified to reflect that National Parks is no longer being provided services as part of the partnership arrangement, as it is now part of the department.

# Budgeted financial statements

## Analysis of budgeted financial statements

An analysis of the department's budgeted financial statements is provided below.

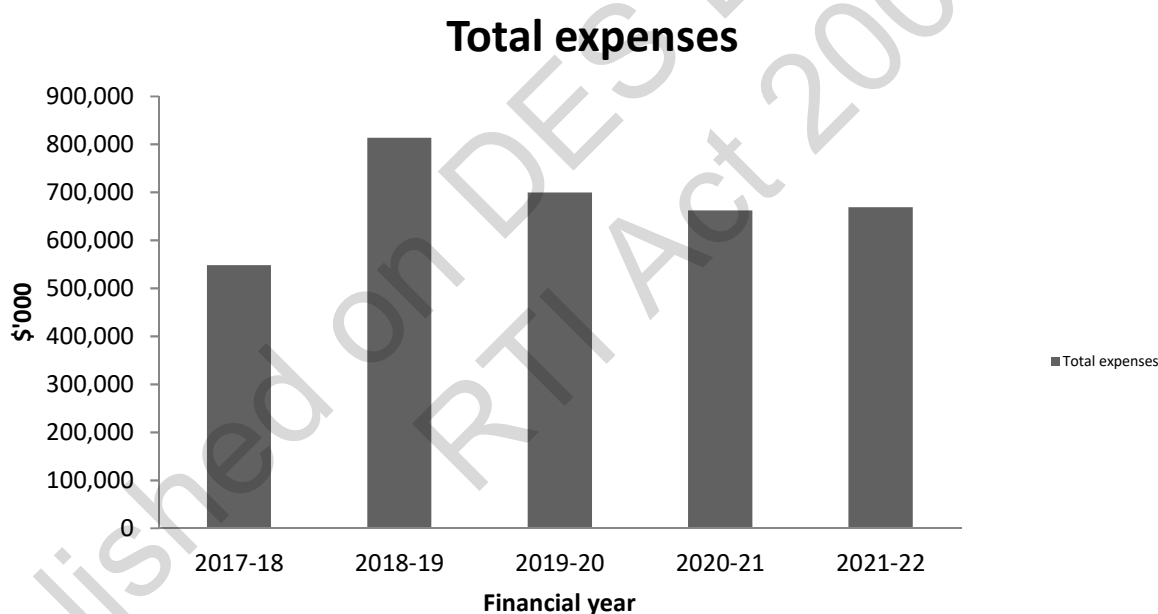
### Departmental income statement

Total expenses are budgeted to be \$813.9 million in 2018-19, an increase of \$265.5 million from the 2017-18 Estimated Actuals. The increase is mainly due to:

- The impact of machinery-of-government changes which took effect from 12 December 2017, in particular, the merge of National Parks, Science, and Arts functions to the Department of Environment and Science formerly named the Department of Environment and Heritage Protection. The 2017-18 data reflects five and half months of operations as the Department of Environment and Heritage Protection and six and half months as the Department of Environment and Science with 2018-19 representing a full year of operations as the Department of Environment and Science.
- New or increased funding including: Implementation costs and advance payments to councils for the introduction of the Waste Disposal Levy; Great Barrier Reef - Joint Field Management program, Great Barrier Reef Protection Measures Bill 2018 and Vegetation Management - Enhanced State-wide Landcover and Trees Study.

Direct comparison cannot be made between expenses in the 2017-18 year and expenses in the 2018-19 and subsequent years because of machinery-of-government changes which took place in 2017-18.

**Chart: Total departmental expenses across the Forward Estimates period**



### Departmental balance sheet

The department's budgeted asset balances in 2018-19 are predominantly comprised of heritage and cultural land held as national parks (\$1.5 billion), land (\$607 million), infrastructure (\$2.9 billion), buildings (\$326 million) and plant and equipment including intangibles (\$75 million).

The increase in property, plant and equipment from the 2017-18 Adjusted Budget to 2017-18 Budget is predominantly comprised of a net revaluation increment at the end of the 2016-17 financial year not budgeted. The increase in the value of the department's 2017-18 Estimated Actual to 2018-19 Budget reflects the impact of the depreciation for the period on the department's existing asset values, partially offset by new acquisitions and upgrades.

The department's main liabilities at year end relate to payables of a general operating nature as well as funding held as unearned revenue (other payables) under the Curtis Island Environmental Management Precinct agreement.

# Controlled income statement

| Department of Environment and Science | Notes   | 2017-18<br>Adjusted<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|---------------------------------------|---------|-----------------------------------------|--------------------------------|-----------------------------|
| <b>INCOME</b>                         |         |                                         |                                |                             |
| Appropriation revenue                 | 1,8,19  | 435,702                                 | 405,523                        | 651,475                     |
| Taxes                                 |         | ..                                      | ..                             | ..                          |
| User charges and fees                 | 2,9,20  | 88,772                                  | 89,945                         | 120,105                     |
| Royalties and land rents              | 10,21   | 352                                     | 364                            | 1,244                       |
| Grants and other contributions        | 3,11,22 | 15,566                                  | 43,597                         | 33,515                      |
| Interest                              | 12      | 337                                     | 470                            | 480                         |
| Other revenue                         | 4,13,23 | 146                                     | 6,759                          | 2,845                       |
| Gains on sale/revaluation of assets   |         | ..                                      | ..                             | 23                          |
| <b>Total income</b>                   |         | <b>540,875</b>                          | <b>546,658</b>                 | <b>809,687</b>              |
| <b>EXPENSES</b>                       |         |                                         |                                |                             |
| Employee expenses                     | 5,14,24 | 212,833                                 | 211,137                        | 286,555                     |
| Supplies and services                 | 6,15,25 | 185,888                                 | 177,723                        | 262,336                     |
| Grants and subsidies                  | 7,16,26 | 92,908                                  | 96,843                         | 163,058                     |
| Depreciation and amortisation         | 17,27   | 54,363                                  | 54,943                         | 94,962                      |
| Finance/borrowing costs               |         | ..                                      | ..                             | ..                          |
| Other expenses                        | 18      | 3,336                                   | 6,575                          | 5,919                       |
| Losses on sale/revaluation of assets  |         | 1,050                                   | 1,124                          | 1,050                       |
| <b>Total expenses</b>                 |         | <b>550,378</b>                          | <b>548,345</b>                 | <b>813,880</b>              |
| <b>OPERATING SURPLUS/(DEFICIT)</b>    |         | <b>(9,503)</b>                          | <b>(1,687)</b>                 | <b>(4,193)</b>              |

# Controlled balance sheet

| Department of Environment and Science        | Notes    | 2017-18<br>Adjusted<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|----------------------------------------------|----------|-----------------------------------------|--------------------------------|-----------------------------|
| <b>CURRENT ASSETS</b>                        |          |                                         |                                |                             |
| Cash assets                                  | 28,32,36 | 73,165                                  | 81,448                         | 70,998                      |
| Receivables                                  | 29,33    | 20,155                                  | 27,961                         | 28,335                      |
| Other financial assets                       |          | ..                                      | ..                             | ..                          |
| Inventories                                  |          | 7                                       | 9                              | 9                           |
| Other                                        |          | 2,481                                   | 2,413                          | 2,413                       |
| Non-financial assets held for sale           |          | ..                                      | ..                             | ..                          |
| <b>Total current assets</b>                  |          | <b>95,808</b>                           | <b>111,831</b>                 | <b>101,755</b>              |
| <b>NON-CURRENT ASSETS</b>                    |          |                                         |                                |                             |
| Receivables                                  |          | 72                                      | 65                             | 65                          |
| Other financial assets                       |          | ..                                      | ..                             | ..                          |
| Property, plant and equipment                | 30,34,37 | 5,467,540                               | 5,483,295                      | 5,500,640                   |
| Intangibles                                  |          | 15,005                                  | 16,674                         | 20,235                      |
| Other                                        |          | ..                                      | ..                             | ..                          |
| <b>Total non-current assets</b>              |          | <b>5,482,617</b>                        | <b>5,500,034</b>               | <b>5,520,940</b>            |
| <b>TOTAL ASSETS</b>                          |          | <b>5,578,425</b>                        | <b>5,611,865</b>               | <b>5,622,695</b>            |
| <b>CURRENT LIABILITIES</b>                   |          |                                         |                                |                             |
| Payables                                     | 31,35    | 29,857                                  | 35,000                         | 34,501                      |
| Accrued employee benefits                    |          | 10,425                                  | 11,051                         | 10,928                      |
| Interest bearing liabilities and derivatives |          | ..                                      | ..                             | ..                          |
| Provisions                                   |          | 212                                     | 212                            | 53                          |
| Other                                        |          | 17,457                                  | 20,710                         | 20,748                      |
| <b>Total current liabilities</b>             |          | <b>57,951</b>                           | <b>66,973</b>                  | <b>66,230</b>               |
| <b>NON-CURRENT LIABILITIES</b>               |          |                                         |                                |                             |
| Payables                                     |          | ..                                      | ..                             | ..                          |
| Accrued employee benefits                    |          | ..                                      | ..                             | ..                          |
| Interest bearing liabilities and derivatives |          | ..                                      | ..                             | ..                          |
| Provisions                                   |          | 53                                      | 53                             | ..                          |
| Other                                        |          | ..                                      | ..                             | ..                          |
| <b>Total non-current liabilities</b>         |          | <b>53</b>                               | <b>53</b>                      | <b>..</b>                   |
| <b>TOTAL LIABILITIES</b>                     |          | <b>58,004</b>                           | <b>67,026</b>                  | <b>66,230</b>               |
| <b>NET ASSETS/(LIABILITIES)</b>              |          | <b>5,520,421</b>                        | <b>5,544,839</b>               | <b>5,556,465</b>            |
| <b>EQUITY</b>                                |          |                                         |                                |                             |
| <b>TOTAL EQUITY</b>                          |          | <b>5,520,421</b>                        | <b>5,544,839</b>               | <b>5,556,465</b>            |

# Controlled cash flow statement

| Department of Environment and Science                       | Notes    | 2017-18<br>Adjusted<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|-------------------------------------------------------------|----------|-----------------------------------------|--------------------------------|-----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |          |                                         |                                |                             |
| <b>Inflows:</b>                                             |          |                                         |                                |                             |
| Appropriation receipts                                      | 38,51,68 | 400,113                                 | 362,427                        | 651,475                     |
| User charges and fees                                       | 39,52,69 | 92,164                                  | 92,202                         | 120,473                     |
| Royalties and land rent receipts                            | 53,70    | 352                                     | 364                            | 1,244                       |
| Grants and other contributions                              | 40,54,71 | 15,561                                  | 43,593                         | 33,515                      |
| Interest received                                           | 55       | 305                                     | 470                            | 480                         |
| Taxes                                                       |          | ..                                      | ..                             | ..                          |
| Other                                                       | 56,72    | 4,357                                   | 7,900                          | 7,800                       |
| <b>Outflows:</b>                                            |          |                                         |                                |                             |
| Employee costs                                              | 41,57,73 | (206,568)                               | (208,464)                      | (286,665)                   |
| Supplies and services                                       | 42,58,74 | (194,045)                               | (175,488)                      | (269,807)                   |
| Grants and subsidies                                        | 43,59,75 | (95,391)                                | (99,324)                       | (163,058)                   |
| Borrowing costs                                             |          | ..                                      | ..                             | ..                          |
| Other                                                       | 44,60    | (313)                                   | (4,082)                        | (5,881)                     |
| <b>Net cash provided by or used in operating activities</b> |          | <b>16,535</b>                           | <b>19,598</b>                  | <b>89,576</b>               |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |          |                                         |                                |                             |
| <b>Inflows:</b>                                             |          |                                         |                                |                             |
| Sales of non-financial assets                               |          | (54)                                    | (51)                           | 185                         |
| Investments redeemed                                        |          | ..                                      | ..                             | ..                          |
| Loans and advances redeemed                                 | 45,61,76 | 135                                     | 4,631                          | 11,053                      |
| <b>Outflows:</b>                                            |          |                                         |                                |                             |
| Payments for non-financial assets                           | 46,62,77 | (58,169)                                | (48,695)                       | (95,000)                    |
| Payments for investments                                    |          | ..                                      | ..                             | ..                          |
| Loans and advances made                                     | 47,63,78 | 14,707                                  | (361)                          | (5,000)                     |
| <b>Net cash provided by or used in investing activities</b> |          | <b>(43,381)</b>                         | <b>(44,476)</b>                | <b>(88,762)</b>             |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |          |                                         |                                |                             |
| <b>Inflows:</b>                                             |          |                                         |                                |                             |
| Borrowings                                                  | 48,64,79 | (9,432)                                 | 5,636                          | 5,000                       |
| Equity injections                                           | 49,65,80 | 44,580                                  | 35,368                         | 73,526                      |
| <b>Outflows:</b>                                            |          |                                         |                                |                             |
| Borrowing redemptions                                       | 50,66,81 | (135)                                   | (4,631)                        | (11,053)                    |
| Finance lease payments                                      |          | ..                                      | ..                             | ..                          |
| Equity withdrawals                                          | 67,82    | (40,781)                                | (43,862)                       | (78,737)                    |
| <b>Net cash provided by or used in financing activities</b> |          | <b>(5,768)</b>                          | <b>(7,489)</b>                 | <b>(11,264)</b>             |
| <b>Net increase/(decrease) in cash held</b>                 |          | <b>(32,614)</b>                         | <b>(32,367)</b>                | <b>(10,450)</b>             |
| <b>Cash at the beginning of financial year</b>              |          | <b>16,852</b>                           | <b>25,177</b>                  | <b>81,448</b>               |
| Cash transfers from restructure                             |          | 88,927                                  | 88,638                         | ..                          |
| <b>Cash at the end of financial year</b>                    |          | <b>73,165</b>                           | <b>81,448</b>                  | <b>70,998</b>               |

# Administered income statement

| Department of Environment and Science           | Notes    | 2017-18<br>Adjusted<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|-------------------------------------------------|----------|-----------------------------------------|--------------------------------|-----------------------------|
| <b>INCOME</b>                                   |          |                                         |                                |                             |
| Appropriation revenue                           | 83,85,91 | 70,271                                  | 71,194                         | 139,452                     |
| Taxes                                           | 86,92    | ..                                      | ..                             | 100,724                     |
| User charges and fees                           | 87,93    | 6,435                                   | 6,435                          | 6,784                       |
| Royalties and land rents                        | 88,94    | 1,500                                   | 1,500                          | 1,552                       |
| Grants and other contributions                  |          | ..                                      | ..                             | ..                          |
| Interest                                        |          | ..                                      | ..                             | ..                          |
| Other revenue                                   |          | 450                                     | 450                            | 465                         |
| Gains on sale/revaluation of assets             |          | ..                                      | ..                             | ..                          |
| <b>Total income</b>                             |          | <b>78,656</b>                           | <b>79,579</b>                  | <b>248,977</b>              |
| <b>EXPENSES</b>                                 |          |                                         |                                |                             |
| Employee expenses                               |          | ..                                      | ..                             | ..                          |
| Supplies and services                           |          | ..                                      | ..                             | ..                          |
| Grants and subsidies                            | 84,89,95 | 70,271                                  | 71,194                         | 139,452                     |
| Depreciation and amortisation                   |          | ..                                      | ..                             | ..                          |
| Finance/borrowing costs                         |          | ..                                      | ..                             | ..                          |
| Other expenses                                  |          | ..                                      | ..                             | ..                          |
| Losses on sale/revaluation of assets            |          | ..                                      | ..                             | ..                          |
| Transfers of Administered Revenue to Government | 90,96    | 8,385                                   | 8,385                          | 109,525                     |
| <b>Total expenses</b>                           |          | <b>78,656</b>                           | <b>79,579</b>                  | <b>248,977</b>              |
| <b>OPERATING SURPLUS/(DEFICIT)</b>              |          | <b>..</b>                               | <b>..</b>                      | <b>..</b>                   |

# Administered balance sheet

| Department of Environment and Science        | Notes | 2017-18<br>Adjusted<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|----------------------------------------------|-------|-----------------------------------------|--------------------------------|-----------------------------|
| <b>CURRENT ASSETS</b>                        |       |                                         |                                |                             |
| Cash assets                                  | 97,98 | 998                                     | 180                            | 180                         |
| Receivables                                  |       | 337                                     | 409                            | 409                         |
| Other financial assets                       |       | ..                                      | ..                             | ..                          |
| Inventories                                  |       | ..                                      | ..                             | ..                          |
| Other                                        |       | ..                                      | ..                             | ..                          |
| Non-financial assets held for sale           |       | ..                                      | ..                             | ..                          |
| <b>Total current assets</b>                  |       | <b>1,335</b>                            | <b>589</b>                     | <b>589</b>                  |
| <b>NON-CURRENT ASSETS</b>                    |       |                                         |                                |                             |
| Receivables                                  |       | ..                                      | ..                             | ..                          |
| Other financial assets                       |       | ..                                      | ..                             | ..                          |
| Property, plant and equipment                |       | ..                                      | ..                             | ..                          |
| Intangibles                                  |       | ..                                      | ..                             | ..                          |
| Other                                        |       | ..                                      | ..                             | ..                          |
| <b>Total non-current assets</b>              |       | <b>..</b>                               | <b>..</b>                      | <b>..</b>                   |
| <b>TOTAL ASSETS</b>                          |       | <b>1,335</b>                            | <b>589</b>                     | <b>589</b>                  |
| <b>CURRENT LIABILITIES</b>                   |       |                                         |                                |                             |
| Payables                                     |       | 20                                      | ..                             | ..                          |
| Transfers to Government payable              |       | 40                                      | 42                             | 42                          |
| Accrued employee benefits                    |       | ..                                      | ..                             | ..                          |
| Interest bearing liabilities and derivatives |       | ..                                      | ..                             | ..                          |
| Provisions                                   |       | ..                                      | ..                             | ..                          |
| Other                                        |       | ..                                      | ..                             | ..                          |
| <b>Total current liabilities</b>             |       | <b>60</b>                               | <b>42</b>                      | <b>42</b>                   |
| <b>NON-CURRENT LIABILITIES</b>               |       |                                         |                                |                             |
| Payables                                     |       | ..                                      | ..                             | ..                          |
| Accrued employee benefits                    |       | ..                                      | ..                             | ..                          |
| Interest bearing liabilities and derivatives |       | ..                                      | ..                             | ..                          |
| Provisions                                   |       | ..                                      | ..                             | ..                          |
| Other                                        |       | ..                                      | ..                             | ..                          |
| <b>Total non-current liabilities</b>         |       | <b>..</b>                               | <b>..</b>                      | <b>..</b>                   |
| <b>TOTAL LIABILITIES</b>                     |       | <b>60</b>                               | <b>42</b>                      | <b>42</b>                   |
| <b>NET ASSETS/(LIABILITIES)</b>              |       | <b>1,275</b>                            | <b>547</b>                     | <b>547</b>                  |
| <b>EQUITY</b>                                |       |                                         |                                |                             |
| <b>TOTAL EQUITY</b>                          |       | <b>1,275</b>                            | <b>547</b>                     | <b>547</b>                  |

# Administered cash flow statement

| Department of Environment and Science                       | Notes       | 2017-18<br>Adjusted<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|-------------------------------------------------------------|-------------|-----------------------------------------|--------------------------------|-----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |             |                                         |                                |                             |
| <b>Inflows:</b>                                             |             |                                         |                                |                             |
| Appropriation receipts                                      | 99,101,107  | 70,271                                  | 71,194                         | 139,452                     |
| User charges and fees                                       | 102,108     | 6,442                                   | 6,440                          | 6,784                       |
| Royalties and land rent receipts                            | 103,109     | 1,500                                   | 1,500                          | 1,552                       |
| Grants and other contributions                              |             | ..                                      | ..                             | ..                          |
| Interest received                                           |             | ..                                      | ..                             | ..                          |
| Taxes                                                       | 104,110     | ..                                      | ..                             | 100,724                     |
| Other                                                       |             | 450                                     | 450                            | 465                         |
| <b>Outflows:</b>                                            |             |                                         |                                |                             |
| Employee costs                                              |             | ..                                      | ..                             | ..                          |
| Supplies and services                                       |             | (53)                                    | (53)                           | ..                          |
| Grants and subsidies                                        | 100,105,111 | (70,271)                                | (71,194)                       | (139,452)                   |
| Borrowing costs                                             |             | ..                                      | ..                             | ..                          |
| Other                                                       |             | ..                                      | ..                             | ..                          |
| Transfers to Government                                     | 106,112     | (8,435)                                 | (8,397)                        | (109,525)                   |
| <b>Net cash provided by or used in operating activities</b> |             | <b>(96)</b>                             | <b>(60)</b>                    | <b>..</b>                   |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |             |                                         |                                |                             |
| <b>Inflows:</b>                                             |             |                                         |                                |                             |
| Sales of non-financial assets                               |             | ..                                      | ..                             | ..                          |
| Investments redeemed                                        |             | ..                                      | ..                             | ..                          |
| Loans and advances redeemed                                 |             | ..                                      | ..                             | ..                          |
| <b>Outflows:</b>                                            |             |                                         |                                |                             |
| Payments for non-financial assets                           |             | ..                                      | ..                             | ..                          |
| Payments for investments                                    |             | ..                                      | ..                             | ..                          |
| Loans and advances made                                     |             | ..                                      | ..                             | ..                          |
| <b>Net cash provided by or used in investing activities</b> |             | <b>..</b>                               | <b>..</b>                      | <b>..</b>                   |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |             |                                         |                                |                             |
| <b>Inflows:</b>                                             |             |                                         |                                |                             |
| Borrowings                                                  |             | ..                                      | ..                             | ..                          |
| Equity injections                                           |             | ..                                      | ..                             | ..                          |
| <b>Outflows:</b>                                            |             |                                         |                                |                             |
| Borrowing redemptions                                       |             | ..                                      | ..                             | ..                          |
| Finance lease payments                                      |             | ..                                      | ..                             | ..                          |
| Equity withdrawals                                          |             | ..                                      | ..                             | ..                          |
| <b>Net cash provided by or used in financing activities</b> |             | <b>..</b>                               | <b>..</b>                      | <b>..</b>                   |
| <b>Net increase/(decrease) in cash held</b>                 |             | <b>(96)</b>                             | <b>(60)</b>                    | <b>..</b>                   |
| <b>Cash at the beginning of financial year</b>              |             | <b>994</b>                              | <b>140</b>                     | <b>180</b>                  |
| Cash transfers from restructure                             |             | 100                                     | 100                            | ..                          |
| <b>Cash at the end of financial year</b>                    |             | <b>998</b>                              | <b>180</b>                     | <b>180</b>                  |

# Explanation of variances in the financial statements

## Income statement

### Major variations between 2017-18 Adjusted Budget and 2017-18 Estimated Actual include:

1. Decrease is due to deferral of funds to 2018-19 and later out years including Continuation of Compliance and Rehabilitation Action for Underground Coal Gasification (UCG), Queensland Reef Water Quality Program, Nature Refuges Program, Queensland CarbonPlus Fund, Implementation of Koala Restoration Strategy and Cairns Performing Arts Centre.
2. The increase is predominantly due to price and consumption increases in building services and utility cost recoveries from the Arts Statutory Bodies.
3. Increase relates to additional funding received in 2017-18 for the Natural Disaster Relief and Recovery Arrangement Exceptional Circumstances (Category D) Funding 2017 Environmental Recovery Package, Financial Assurance Reform Project, major vessel replacement to support the Great Barrier Reef Joint Field Management Program and Environmental Offsets.
4. Increase is due to the forfeiture of financial assurance deposits.
5. Decrease relates to minor deferrals to 2018-19 offset by new funding for programs including North Stradbroke Island (Minjerribah).
6. Decrease is due to the reclassification of funding between Grants expense and deferral funding to 2018-19 and later out years including Continuation of Compliance and Rehabilitation Action for UCG, Queensland Reef Water Quality Program and ex-HMAS Tobruk Project.
7. Increase relates to additional funding received in 2017-18 for Container Refund scheme, Queensland Reef Water Quality Program, Reef Island Decarbonisation, Natural Disaster Relief and Recovery Arrangement Exceptional Circumstances (Category D) Funding 2017 Environmental Recovery Package, offset by deferrals for Cairns Performing Arts Centre.

### Major variations between 2017-18 Adjusted Budget and 2018-19 Budget include:

8. The increase is primarily due to the machinery-of-government transfers and additional funds for Continuation of Compliance and Rehabilitation Action, Great Barrier Reef Joint Field Management Program, Land Restoration Fund, Vegetation Management - Enhanced State-wide Landcover and Trees Study and Waste Disposal Levy.
9. The increase is primarily due to the machinery-of-government transfers, price and consumption increases in building services and utility cost recoveries from the Arts Statutory Bodies, an increase to the Queensland Cultural Precinct fees and charges, increases for environmental licensing fees and indexation.
10. Increase is primarily due to effect of machinery-of-government transfers and indexation.
11. Increase is primarily due to increase of funding for the Great Barrier Reef Joint Field Management Program, operational funds for the Financial Assurance project and funding for science activities and the effect of machinery-of-government transfers.
12. Increase is due to effect of machinery-of-government transfers.
13. Increase is due to effect of machinery-of-government transfers.
14. Increase is primarily due to effect of machinery-of-government transfers and deferral of funds to 2018-19 and additional funds in 2018-19 for Continuation of Compliance and Rehabilitation Action for UCG, Great Barrier Reef Joint Field Management Program, Queensland Reef Water Quality Program and Land Restoration Fund.
15. Increase is primarily due to effect of machinery-of-government transfers and deferral of funds to 2018-19 and additional funds in 2018-19 for Continuation of Compliance and Rehabilitation Action for UCG, Great Barrier Reef Joint Field Management Program, Vegetation Management, Enhanced State-wide Landcover, Trees Study program, Land Restoration Fund and Waste Disposal Levy.
16. Increase is primarily due to the effect of machinery-of-government transfers and additional funds in 2018-19 for Queensland Reef Water Quality Program and Great Barrier Reef Joint Field Management Program.
17. Increase is primarily due to effect of machinery-of-government transfers.
18. Increase is primarily due to effect of machinery-of-government transfers.

**Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:**

19. The increase is primarily due to the machinery-of-government transfers and deferral of funds from 2017-18 to 2018-19 including Continuation of Compliance and Rehabilitation Action for UCG, Queensland Reef Water Quality Program, Nature Refuges Program, Cairns Performing Arts Centre along with additional funding for Great Barrier Reef Joint Field Management Program, Vegetation Management - Enhanced State-wide Landcover and Trees Study, Land Restoration Fund and Waste Disposal Levy.
20. The increase is primarily due to the machinery-of-government transfers, price and consumption increases in building services and utility cost recoveries from the Arts Statutory Bodies, an increase to the Queensland Cultural Precinct fees and charges, increases for environmental licensing fees and indexation.
21. Increase is primarily due to effect of machinery-of-government transfers and indexation.
22. Decrease is primarily due to effect of machinery-of-government transfers, additional funding under the Great Barrier Reef Joint Field Management Program offset by a reduction in funding in 2018-19 for the Natural Disaster Relief and Recovery Arrangement Exceptional Circumstances (Category D) Funding 2017 Environmental Recovery Package.
23. Decrease is due to an anticipated reduction in the forfeiture of financial assurance deposits.
24. Increase is primarily due to effect of machinery-of-government transfers, additional funding for the Great Barrier Reef Joint Field Management Program, Waste Disposal Levy and supplementation for Enterprise Bargaining funding.
25. Increase is primarily due to effect of machinery-of-government transfers, increase of funding for the Land Restoration program, Waste Disposal Levy and deferral of funding for Reef Water Quality Program and Continuation of Compliance and Rehabilitation Action for UCG from 2017-18 to 2018-19.
26. Increase is primarily due to effect of machinery-of-government transfers, additional funding for Great Barrier Reef Joint Field Management Program, Queensland Reef Water Quality Program, Waste Disposal Levy, reclassification between supplies and services offset by a reduction in funding in 2018-19 for the Natural Disaster Relief and Recovery Arrangement Exceptional Circumstances (Category D) Funding 2017 Environmental Recovery Package, and completion of the Climate Change Adaption package in 2017-18.
27. Increase is primarily due to effect of machinery-of-government transfers.

## Balance sheet

**Major variations between 2017-18 Adjusted Budget and 2017-18 Estimated Actual include:**

28. Increase is primarily due to the timing of the settlement of debtors and creditors at financial year end and the reduction of the forecast deficit.
29. Increase is due to changes to the timing of the receipt of funds from debtors at financial year end.
30. The increase in property, plant and equipment reflects a net revaluation increment at the end of the 2016-17 financial year not budgeted.
31. Increase is due to changes to the timing of the payment of funds to creditors at financial year end.

**Major variations between 2017-18 Adjusted Budget and 2018-19 Budget include:**

32. Decrease is primarily due to the timing of the settlement of debtors and creditors at financial year end as well as expenditure of funds for externally funded programs with the receipt of funds in prior years.
33. Increase is due to changes to the timing of the receipt of funds from debtors at financial year end.
34. The increase in property, plant and equipment reflects a net revaluation increment at the end of the 2016-17 financial year not budgeted for and the difference between depreciation for the period compared with forecast acquisitions.
35. Increase is due to changes to the timing of the payment of funds to creditors at financial year end.

**Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:**

36. Decrease is primarily due to the expenditure of funds for externally funded programs with the receipt of funds in prior years.
37. Increase in property, plant and equipment reflects the difference between depreciation for the period compared with forecast acquisitions.

# Cash flow statement

## Major variations between 2017-18 Adjusted Budget and 2017-18 Estimated Actual include:

38. Decrease is due to deferral of funds to 2018-19 and later out years including Continuation of Compliance and Rehabilitation Action for UCG, Queensland Reef Water Quality Program, Nature Refuges Program, Queensland CarbonPlus Fund, Implementation of Koala Restoration Strategy and Cairns Performing Arts Centre.
39. The increase is predominantly due to price and consumption increases in building services and utility cost recoveries from the Arts Statutory Bodies.
40. Increase relates to additional funding received in 2017-18 for the Natural Disaster Relief and Recovery Arrangement Exceptional Circumstances (Category D) Funding 2017 Environmental Recovery Package, Financial Assurance Reform Project, major vessel replacement to support the Great Barrier Reef Joint Field Management Program and Environmental Offsets.
41. Increase relates to minor deferrals to 2018-19 offset by new funding for programs including North Stradbroke Island (Minjerribah).
42. Decrease is due to the reclassification of funding between Grants expense and deferral funding to 2018-19 and later out years including Continuation of Compliance and Rehabilitation Action for UCG, Reef Water Quality Program and ex-HMAS Tobruk Project.
43. Increase relates to additional funding received in 2017-18 for Container Refund scheme, Queensland Reef Water Quality Program, Reef Island Decarbonisation, natural disaster Environmental Recovery Package offset by deferrals for Cairns Performing Arts Centre and reclassification of expenses from Supplies and Services.
44. Increase is due to expenditure associated with rehabilitation costs related to the forfeiture of financial assurance deposits.
45. The difference relates to adjustments associated with the machinery-of-government transfer of loans related to the Revolving Film Finance Fund.
46. A decrease is primarily due to the deferral of capital programs to 2018-19 in relation to the Critical Infrastructure Works Program, Arts Infrastructure Investment Fund, Mono Repos Turtle Centre and ecotourism projects to meet revised project timelines.
47. The difference relates to adjustments associated with the machinery-of-government transfer of loans related to the Revolving Film Finance Fund.
48. The difference relates to adjustments associated with the machinery-of-government transfer of loans related to the Revolving Film Finance Fund.
49. A decrease is primarily due to the deferral of capital work in progress to 2018-19 in relation to the Critical Infrastructure Works Program and the Arts Infrastructure Investment Fund to meet revised project timelines.
50. The difference relates to adjustments associated with the machinery-of-government transfer of loans related to the Revolving Film Finance Fund.

## Major variations between 2017-18 Adjusted Budget and 2018-19 Budget include:

51. Increase is primarily due to effect of machinery-of-government transfers and additional funds in 2018-19 for Continuation of Compliance and Rehabilitation Action for UCG, Great Barrier Reef Joint Field Management Program, Vegetation Management, Enhanced State-wide Landcover and Trees Study, Land Restoration Fund and Waste Disposal Levy.
52. The increase is primarily due to the machinery-of-government transfers, price and consumption increases in building services and utility cost recoveries from the Arts Statutory Bodies, an increase to the Queensland Cultural Precinct fees and charges, increases for environmental licensing fees and indexation.
53. Increase is primarily due to effect of machinery-of-government transfers and indexation.
54. Increase is primarily due to increase of funding for the Great Barrier Reef Field Management Program, operational funds for the Financial Assurance Reform Project, funding for science activities and the effect of machinery-of-government transfers.
55. Increase is due to effect of machinery-of-government transfers.
56. Increase is due to effect of machinery-of-government transfers.
57. Increase is primarily due to effect of machinery-of-government transfers and deferral of funds to 2018-19 and additional funds in 2018-19 for Continuation of Compliance and Rehabilitation Action for UCG, Great Barrier Reef Joint Field Management Program, Queensland Reef Water Quality Program and Land Restoration Fund.

58. Increase is primarily due to effect of machinery-of-government transfers and deferral of funds to 2018-19 and additional funds in 2018-19 for Continuation of Compliance and Rehabilitation Action for UCG, Great Barrier Reef Joint Field Management Program, Vegetation Management, Enhanced State-wide Landcover and Trees Study and Land Restoration Fund.
59. Increase is primarily due to the effect of machinery-of-government transfers and additional funds in 2018-19 for Reef Water Quality Program and Great Barrier Reef Joint Field Management Program.
60. Increase is primarily due to effect of machinery-of-government transfers.
61. The difference relates to adjustments associated with the machinery-of-government transfer of loans related to the Revolving Film Finance Fund.
62. An increase is primarily due to the full year effects of machinery-of-government transfers with additional funding for projects including critical infrastructure upgrades across the Cultural Precinct, construction of a new performing arts theatre at QPAC, acquisition of a vessel under the Great Barrier Reef Joint Field Management Program, Mon Repos Turtle Centre and ecotourism opportunities across the protected estate offset by completion of land acquisition activities for the protected estate.
63. The difference relates to adjustments associated with the machinery-of-government transfer of loans related to the Revolving Film Finance Fund.
64. The difference relates to adjustments associated with the machinery-of-government transfer of loans related to the Revolving Film Finance Fund.
65. An increase is primarily due to the full year effects of machinery-of-government transfers with additional funding for projects including critical infrastructure upgrades across the Cultural Precinct, construction of a new performing arts venue at QPAC, Mon Repos Turtle Centre and ecotourism opportunities across the protected estate offset by completion of land acquisition activities for the protected estate.
66. The difference relates to adjustments associated with the machinery-of-government transfer of loans related to the Revolving Film Finance Fund.
67. An increase is primarily due to the full year effects of machinery-of-government transfers.

**Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:**

68. The increase is primarily due to the machinery-of-government transfers and deferral of funds from 2017-18 to 2018-19 including Continuation of Compliance and Rehabilitation Action for UCG, Queensland Reef Water Quality Program, Nature Refuges Program, Cairns Performing Arts Centre along with additional funding for Great Barrier Reef Joint Field Management Program, Vegetation Management - Enhanced State-wide Landcover and Trees Study, Land Restoration Fund and Waste Disposal Levy.
69. The increase is primarily due to the machinery-of-government transfers, price and consumption increases in building services and utility cost recoveries from the Arts Statutory Bodies, an increase to the Queensland Cultural Precinct fees and charges, increases for environmental licensing fees and indexation.
70. Increase is primarily due to effect of machinery-of-government transfers and indexation.
71. Decrease is primarily due to effect of machinery-of-government transfers, additional funding under the Great Barrier Reef Field Management Program offset by a reduction in funding in 2018-19 for the Natural Disaster Relief and Recovery Arrangement Exceptional Circumstances (Category D) Funding 2017 Environmental Recovery Package.
72. Decrease is due to a reduction in the forfeiture of financial assurance deposits.
73. Increase is primarily due to effect of machinery-of-government transfers, additional funding for the Great Barrier Reef Joint Field Management Program, Waste Disposal Levy and supplementation for Enterprise Bargaining funding.
74. Increase is primarily due to effect of machinery-of-government transfers, increase of funding for the Land Restoration Fund and deferral of funding for Queensland Reef Water Quality Program and Continuation of Compliance and Rehabilitation Action for UCG from 2017-18 to 2018-19.
75. Increase is primarily due to effect of machinery-of-government transfers offset by deferrals into 2018-19, additional funding for Great Barrier Reef Joint Field Management Program, Queensland Reef Water Quality Program, reclassification between supplies and services offset by a reduction in funding in 2018-19 for the Natural Disaster Relief and Recovery Arrangement Exceptional Circumstances (Category D) Funding 2017 Environmental Recovery Package and completion of the Climate Change Adaption package in 2017-18.
76. The difference relates to adjustments associated with the machinery-of-government transfer of loans related to the Revolving Film Finance Fund.

77. An increase is primarily due to the full year effects of machinery-of-government transfers with additional funding for projects including critical infrastructure upgrades across the Cultural Precinct, construction of a new performing arts theatre at QPAC, acquisition of a vessel under the Great Barrier Reef Joint Field Management Program, Mon Repos Turtle Centre and ecotourism opportunities across the protected estate offset by completion of land acquisition activities for the protected estate.
78. The difference relates to adjustments associated with the machinery-of-government transfer of loans related to the Revolving Film Finance Fund.
79. The difference relates to adjustments associated with the machinery-of-government transfer of loans related to the Revolving Film Finance Fund.
80. An increase is primarily due to the full year effects of machinery-of-government transfers with additional funding for projects including critical infrastructure upgrades across the Cultural Precinct, construction of a new performing arts theatre at QPAC, Mon Repos Turtle Centre and ecotourism opportunities across the protected estate offset by completion of land acquisition activities for the protected estate.
81. The difference relates to adjustments associated with the machinery-of-government transfer of loans related to the Revolving Film Finance Fund.
82. An increase is primarily due to the full year effects of machinery-of-government transfers.

## Administered income statement

### Major variations between 2017-18 Adjusted Budget and 2017-18 Estimated Actual include:

83. The increase is due to additional funding for electricity supplementation at the Cultural Precinct and the bring forward of funding from 2018-19 for the biennial 2017-18 Queensland Performing Arts Trust (QPAT) Out of the Box Festival, offset by Government reprioritisation measures across the Arts Statutory Bodies.
84. The increase is due to additional funding for electricity supplementation at the Cultural Precinct and the bring forward of funding from 2018-19 for the biennial 2017-18 QPAT Out of the Box Festival, offset by Government reprioritisation measures across the Arts Statutory Bodies.

### Major variations between 2017-18 Adjusted Budget and 2018-19 Budget include:

85. The increase is primarily due to the full year effects of machinery-of-government transfers, additional funding for electricity supplementation at the Cultural Precinct, the QPAT base funding uplift and continuation of the State Library of Queensland (SLQ) First Five Forever Reading program, offset by a reduction in limited life funding for the Queensland Museum (QM) regional campus upgrades, the completion of the QM Sciencentre redevelopment and the bring forward of funding from 2018-19 for the QPAT biennial Out of the Box Festival.
86. Increase is predominantly due to the implementation of the Waste Disposal Levy.
87. Increase is predominantly due to scheduled indexation of fees for forecast administered revenue.
88. Increase is due to the higher than forecast income collected in 2017-18 for quarry materials.
89. The increase is primarily due to the full year effects of machinery-of-government transfers, additional funding for electricity supplementation at the Cultural Precinct, the QPAT base funding uplift, the continuation of the SLQ First Five Forever Reading program, offset by a reduction in limited life funding for the QM regional campus upgrades, the completion of the QM Sciencentre redevelopment and the bring forward of funding from 2018-19 for the QPAT biennial Out of the Box Festival.
90. Increase is predominantly due to the implementation of the Waste Disposal Levy.

### Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:

91. The increase is due to the full year effects of machinery-of-government transfers, additional funding for the QPAT base funding uplift and the continuation of the SLQ First Five Forever Reading program, offset by a reduction in limited life funding for the QM regional campus upgrades, the completion of the QM Sciencentre redevelopment and the biennial QPAT Out of the Box festival in 2017-18.
92. Increase is predominantly due to the implementation of the Waste Disposal Levy.
93. Increase is predominantly due to scheduled indexation of fees for forecast administered revenue.
94. Increase is due to the higher than forecast income collected in 2017-18 for quarry materials.

95. The increase is due to the full year effects of machinery-of-government transfers, additional funding for the QPAT base funding uplift and the continuation of the SLQ First Five Forever Reading program, offset by a reduction in limited life funding for the QM regional campus upgrades, the completion of the QM Sciencentre redevelopment and the biennial QPAT Out of the Box festival in 2017-18.
96. Increase is predominantly due to the implementation of the Waste Disposal Levy.

## Administered balance sheet

### Major variations between 2017-18 Adjusted Budget and 2017-18 Estimated Actual include:

97. Decrease is a result of a lower balance of cash held at 30 June 2017 due to the earlier remittance of funds than planned to Government.

### Major variations between 2017-18 Adjusted Budget and 2018-19 Budget include:

98. Decrease is a result of a lower balance of cash held at 30 June 2017 due to the earlier remittance of funds than planned to Government.

## Administered cash flow statement

### Major variations between 2017-18 Adjusted Budget and 2017-18 Estimated Actual include:

99. The increase is due to additional funding for electricity supplementation at the Cultural Precinct and the bring forward of funding from 2018-19 for the biennial 2017-18 QPAT Out of the Box Festival, offset by Government reprioritisation measures across the Arts Statutory Bodies.
100. The increase is due to additional funding for electricity supplementation at the Cultural Precinct and the bring forward of funding from 2018-19 for the biennial 2017-18 QPAT Out of the Box Festival, offset by Government reprioritisation measures across the Arts Statutory Bodies.

### Major variations between 2017-18 Adjusted Budget and 2018-19 Budget include:

101. The increase is primarily due to the full year effects of machinery-of-government transfers, additional funding for electricity supplementation at the Cultural Precinct, the QPAT base funding uplift and continuation of the SLQ First Five Forever Reading program, offset by a reduction in limited life funding for the QM regional campus upgrades, the completion of the QM Sciencentre redevelopment and the bring forward of funding from 2018-19 for the QPAT biennial Out of the Box Festival.
102. Increase is predominantly due to scheduled indexation of fees for forecast administered revenue.
103. Increase is due to the higher than forecast income collected in 2017-18 for quarry materials.
104. Increase is predominantly due to the implementation of the Waste Disposal Levy.
105. The increase is primarily due to the full year effects of machinery-of-government transfers, additional funding for electricity supplementation at the Cultural Precinct, the QPAT base funding uplift, the continuation of the SLQ First Five Forever Reading program, offset by a reduction in limited life funding for the QM regional campus upgrades, the completion of the QM Sciencentre redevelopment and the bring forward of funding from 2018-19 for the QPAT biennial Out of the Box Festival.
106. Increase is predominantly due to the implementation of the Waste Disposal Levy.

### Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:

107. The increase is due to the full year effects of machinery-of-government transfers, additional funding for the QPAT base funding uplift and the continuation of the SLQ First Five Forever Reading program, offset by a reduction in limited life funding for the QM regional campus upgrades, the completion of the QM Sciencentre redevelopment and the biennial QPAT Out of the Box festival in 2017-18.
108. Increase is predominantly due to scheduled indexation of fees for forecast administered revenue.
109. Increase is due to the higher than forecast income collected in 2017-18 for quarry materials.
110. Increase is predominantly due to the implementation of the Waste Disposal Levy.
111. The increase is due to the full year effects of machinery-of-government transfers, additional funding for the QPAT base funding uplift and the continuation of the SLQ First Five Forever Reading program, offset by a reduction in limited life funding for the QM regional campus upgrades, the completion of the QM Sciencentre redevelopment and the biennial QPAT Out of the Box festival in 2017-18.
112. Increase is predominantly due to the implementation of the Waste Disposal Levy.

# Reporting Entity Financial Statements

Reporting Entity comprises:

- Department of Environment and Science (excluding Administered);
- Corporate Administration Agency for the period 1 January to 30 June 2018.

Explanations of variances for each entity are included in the individual budget financial statements located in this Service Delivery Statement.

The machinery-of-government changes effective 1 January 2018, resulted in the transfer of Corporate Administration Agency from the Department of the Premier and Cabinet.

## Reporting entity income statement

| Department of Environment and Science | Notes | 2017-18<br>Adjusted<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|---------------------------------------|-------|-----------------------------------------|--------------------------------|-----------------------------|
| <b>INCOME</b>                         |       |                                         |                                |                             |
| Appropriation revenue                 |       | 435,702                                 | 405,523                        | 651,475                     |
| Taxes                                 |       | ..                                      | ..                             | ..                          |
| User charges and fees                 |       | 95,564                                  | 96,655                         | 130,999                     |
| Royalties and land rents              |       | 352                                     | 364                            | 1,244                       |
| Grants and other contributions        |       | 15,566                                  | 43,597                         | 33,596                      |
| Interest                              |       | 337                                     | 470                            | 480                         |
| Other revenue                         |       | 145                                     | 6,758                          | 2,845                       |
| Gains on sale/revaluation of assets   |       | ..                                      | ..                             | 23                          |
| <b>Total income</b>                   |       | <b>547,666</b>                          | <b>553,367</b>                 | <b>820,662</b>              |
| <b>EXPENSES</b>                       |       |                                         |                                |                             |
| Employee expenses                     |       | 217,323                                 | 215,545                        | 294,450                     |
| Supplies and services                 |       | 188,022                                 | 179,857                        | 265,181                     |
| Grants and subsidies                  |       | 92,908                                  | 96,843                         | 163,058                     |
| Depreciation and amortisation         |       | 54,367                                  | 54,947                         | 94,962                      |
| Finance/borrowing costs               |       | ..                                      | ..                             | ..                          |
| Other expenses                        |       | 3,499                                   | 6,738                          | 6,154                       |
| Losses on sale/revaluation of assets  |       | 1,050                                   | 1,124                          | 1,050                       |
| <b>Total expenses</b>                 |       | <b>557,169</b>                          | <b>555,054</b>                 | <b>824,855</b>              |
| Income tax expense/revenue            |       | ..                                      | ..                             | ..                          |
| <b>OPERATING SURPLUS/(DEFICIT)</b>    |       | <b>(9,503)</b>                          | <b>(1,687)</b>                 | <b>(4,193)</b>              |

# Reporting entity balance sheet

| Department of Environment and Science        | Notes | 2017-18<br>Adjusted<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|----------------------------------------------|-------|-----------------------------------------|--------------------------------|-----------------------------|
| <b>CURRENT ASSETS</b>                        |       |                                         |                                |                             |
| Cash assets                                  |       | 76,850                                  | 85,476                         | 74,996                      |
| Receivables                                  |       | 21,759                                  | 28,404                         | 28,808                      |
| Other financial assets                       |       | ..                                      | ..                             | ..                          |
| Inventories                                  |       | 7                                       | 9                              | 9                           |
| Other                                        |       | 3,435                                   | 3,696                          | 3,218                       |
| Non-financial assets held for sale           |       | ..                                      | ..                             | ..                          |
| <b>Total current assets</b>                  |       | <b>102,051</b>                          | <b>117,585</b>                 | <b>107,031</b>              |
| <b>NON-CURRENT ASSETS</b>                    |       |                                         |                                |                             |
| Receivables                                  |       | 72                                      | 65                             | 65                          |
| Other financial assets                       |       | ..                                      | ..                             | ..                          |
| Property, plant and equipment                |       | 5,467,564                               | 5,483,318                      | 5,500,640                   |
| Deferred tax assets                          |       | ..                                      | ..                             | ..                          |
| Intangibles                                  |       | 15,005                                  | 16,674                         | 20,235                      |
| Other                                        |       | ..                                      | ..                             | ..                          |
| <b>Total non-current assets</b>              |       | <b>5,482,641</b>                        | <b>5,500,057</b>               | <b>5,520,940</b>            |
| <b>TOTAL ASSETS</b>                          |       | <b>5,584,692</b>                        | <b>5,617,642</b>               | <b>5,627,971</b>            |
| <b>CURRENT LIABILITIES</b>                   |       |                                         |                                |                             |
| Payables                                     |       | 30,657                                  | 35,421                         | 34,899                      |
| Current tax liabilities                      |       | ..                                      | ..                             | ..                          |
| Accrued employee benefits                    |       | 10,705                                  | 11,315                         | 11,192                      |
| Interest bearing liabilities and derivatives |       | ..                                      | ..                             | ..                          |
| Provisions                                   |       | 212                                     | 212                            | 53                          |
| Other                                        |       | 18,066                                  | 21,345                         | 20,905                      |
| <b>Total current liabilities</b>             |       | <b>59,640</b>                           | <b>68,293</b>                  | <b>67,049</b>               |
| <b>NON-CURRENT LIABILITIES</b>               |       |                                         |                                |                             |
| Payables                                     |       | ..                                      | ..                             | ..                          |
| Deferred tax liabilities                     |       | ..                                      | ..                             | ..                          |
| Accrued employee benefits                    |       | ..                                      | ..                             | ..                          |
| Interest bearing liabilities and derivatives |       | ..                                      | ..                             | ..                          |
| Provisions                                   |       | 53                                      | 53                             | ..                          |
| Other                                        |       | ..                                      | ..                             | ..                          |
| <b>Total non-current liabilities</b>         |       | <b>53</b>                               | <b>53</b>                      | <b>..</b>                   |
| <b>TOTAL LIABILITIES</b>                     |       | <b>59,693</b>                           | <b>68,346</b>                  | <b>67,049</b>               |
| <b>NET ASSETS/(LIABILITIES)</b>              |       | <b>5,524,999</b>                        | <b>5,549,296</b>               | <b>5,560,922</b>            |
| <b>EQUITY</b>                                |       |                                         |                                |                             |
| <b>TOTAL EQUITY</b>                          |       | <b>5,524,999</b>                        | <b>5,549,296</b>               | <b>5,560,922</b>            |

# Reporting entity cash flow statement

| Department of Environment and Science                       | Notes | 2017-18<br>Adjusted<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|-------------------------------------------------------------|-------|-----------------------------------------|--------------------------------|-----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |       |                                         |                                |                             |
| <b>Inflows:</b>                                             |       |                                         |                                |                             |
| Appropriation receipts                                      |       | 400,113                                 | 362,427                        | 651,475                     |
| User charges and fees                                       |       | 100,344                                 | 98,878                         | 130,645                     |
| Royalties and land rent receipts                            |       | 352                                     | 364                            | 1,244                       |
| Grants and other contributions                              |       | 15,561                                  | 43,593                         | 33,596                      |
| Interest received                                           |       | 305                                     | 470                            | 480                         |
| Taxes                                                       |       | ..                                      | ..                             | ..                          |
| Other                                                       |       | 3,420                                   | 8,385                          | 8,524                       |
| <b>Outflows:</b>                                            |       |                                         |                                |                             |
| Employee costs                                              |       | (210,946)                               | (212,760)                      | (294,560)                   |
| Supplies and services                                       |       | (197,132)                               | (178,575)                      | (272,684)                   |
| Grants and subsidies                                        |       | (95,391)                                | (99,324)                       | (163,058)                   |
| Borrowing costs                                             |       | ..                                      | ..                             | ..                          |
| Taxation equivalents paid                                   |       | ..                                      | ..                             | ..                          |
| Other                                                       |       | 140                                     | (3,629)                        | (6,116)                     |
| <b>Net cash provided by or used in operating activities</b> |       | <b>16,766</b>                           | <b>19,829</b>                  | <b>89,546</b>               |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |       |                                         |                                |                             |
| <b>Inflows:</b>                                             |       |                                         |                                |                             |
| Sales of non-financial assets                               |       | (54)                                    | (51)                           | 185                         |
| Investments redeemed                                        |       | ..                                      | ..                             | ..                          |
| Loans and advances redeemed                                 |       | 135                                     | 4,631                          | 11,053                      |
| <b>Outflows:</b>                                            |       |                                         |                                |                             |
| Payments for non-financial assets                           |       | (58,169)                                | (48,695)                       | (95,000)                    |
| Payments for investments                                    |       | ..                                      | ..                             | ..                          |
| Loans and advances made                                     |       | 14,707                                  | (361)                          | (5,000)                     |
| <b>Net cash provided by or used in investing activities</b> |       | <b>(43,381)</b>                         | <b>(44,476)</b>                | <b>(88,762)</b>             |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |       |                                         |                                |                             |
| <b>Inflows:</b>                                             |       |                                         |                                |                             |
| Borrowings                                                  |       | (9,432)                                 | 5,636                          | 5,000                       |
| Equity injections                                           |       | 44,580                                  | 35,368                         | 73,526                      |
| <b>Outflows:</b>                                            |       |                                         |                                |                             |
| Borrowing redemptions                                       |       | (135)                                   | (4,631)                        | (11,053)                    |
| Finance lease payments                                      |       | ..                                      | ..                             | ..                          |
| Equity withdrawals                                          |       | (40,781)                                | (43,862)                       | (78,737)                    |
| Dividends paid                                              |       | ..                                      | ..                             | ..                          |
| <b>Net cash provided by or used in financing activities</b> |       | <b>(5,768)</b>                          | <b>(7,489)</b>                 | <b>(11,264)</b>             |
| <b>Net increase/(decrease) in cash held</b>                 |       | <b>(32,383)</b>                         | <b>(32,136)</b>                | <b>(10,480)</b>             |
| <b>Cash at the beginning of financial year</b>              |       | <b>16,852</b>                           | <b>25,177</b>                  | <b>85,476</b>               |
| Cash transfers from restructure                             |       | 92,381                                  | 92,435                         | ..                          |
| <b>Cash at the end of financial year</b>                    |       | <b>76,850</b>                           | <b>85,476</b>                  | <b>74,996</b>               |

# Statutory bodies

## Queensland Art Gallery

### Overview

The Queensland Art Gallery | Gallery of Modern Art (the Gallery or QAGOMA) contributes to the cultural, social and intellectual development of all Queenslanders and is one of the most visited art galleries in Australia. The Gallery's vision is to be the leading institution for the contemporary art of Australia, Asia and the Pacific, and its mission is to engage people with art and artists through memorable and transformative experiences. The Gallery's strategic objectives are to build Queensland's globally significant Collection and deliver compelling exhibitions; connect people with the enduring power of art and ideas; and build our community of partners and organisational capability.

QAGOMA contributes to the Queensland Government's plan to:

- keep communities safe - by welcoming all visitors and facilitating participation by children and families, visitors with disability, young people and students, seniors, and people in remote, regional, and outer metropolitan areas of the state; and featuring art and artists from diverse cultures
- create jobs in a strong economy - by drawing local, interstate and international visitors to Queensland as a cultural tourism destination; and collecting and presenting the work of Queensland artists to strengthen the State's visual arts sector
- give all our children a great start - by working with artists to create programs, books and activities for children; and providing teaching and learning resources to help children and young people connect with the enduring power of art and ideas.

A key priority for QAGOMA in 2018-19 is developing and delivering an innovative and well-attended exhibition program, supported by limited-life funding for blockbuster and major exhibitions. Other priorities include delivering on the Gallery's global leadership in the contemporary art of Australia, Asia and the Pacific, and building on the commitment to education and lifelong learning about the visual arts.

### Service summary

In 2018-19, the Gallery will:

- present a non-ticketed blockbuster exhibition, The 9th Asia Pacific Triennial of Contemporary Art (APT9), and public programming, including an APT public forum, Children's Art Centre projects and the Summer Festival
- present the first year of the Brisbane International Film Festival at QAGOMA, supported by Screen Queensland
- present exhibitions of Queensland artists Tony Albert, Judith Wright and Dick Roughsey
- develop the Collection, targeting transformational acquisitions and the contemporary art of Australia and the Asia Pacific during the APT year, and present exhibitions that showcase significant works of art from the Collection by contemporary artists Robert MacPherson and Nicolas Molé
- conduct regional tours of the exhibitions *A World View: The Tim Fairfax Gift*, *Physical Video*, and *Robert MacPherson: Boss Drivers*; and deliver the Kids on Tour program to venues in remote and regional Queensland
- expand the Gallery's digital capability, including by implementing the first phase of a fundraising campaign to support learning initiatives by digitising the QAGOMA Collection
- encourage the strong presence of Aboriginal and Torres Strait Islander art and culture, and work towards the development of a Reconciliation Action Plan
- in collaboration with Arts Queensland, identify and progress priority infrastructure projects including those that reinstate original elements of Robin Gibson's heritage-listed Queensland Art Gallery building.

# Service performance

## Performance statement

### Queensland Art Gallery

#### Service area objective

To strengthen Queensland's visual arts sector and contribute to the cultural, social and intellectual development of all Queenslanders.

#### Service area description

The Gallery develops, conserves and presents the State art collection and delivers art and cultural experiences to Queenslanders and visitors through onsite and touring exhibitions, and onsite and online programs.

| Queensland Art Gallery                                                                          | Notes | 2017-18<br>Target/Est. | 2017-18<br>Est. Actual | 2018-19<br>Target/Est. |
|-------------------------------------------------------------------------------------------------|-------|------------------------|------------------------|------------------------|
| <b>Service standards</b>                                                                        |       |                        |                        |                        |
| <i>Effectiveness measures</i>                                                                   |       |                        |                        |                        |
| Audience satisfaction with onsite visit                                                         | 1     | 95%                    | 93%                    | 95%                    |
| Visits to the Queensland Art Gallery  <br>Gallery of Modern Art onsite and at<br>touring venues | 2     | 1.4 million            | 1.9 million            | 1.4 million            |
| <i>Efficiency measure</i>                                                                       |       |                        |                        |                        |
| Non-government revenue as a<br>percentage of total revenue                                      | 3     | 30%                    | 30%                    | 30%                    |

#### Notes:

1. This service standard is based on overall satisfaction of audiences with their experiences of exhibitions, programs and other services delivered onsite at the Gallery. Measurement of audience satisfaction aligns with the *Queensland Government Performance Management Framework Measuring Customer Experience Reference Guide* published by the Department of the Premier and Cabinet.
2. The number of visits onsite and at regional and other touring venues is considered the best available proxy measure for effectiveness of the service area objective, due to the ability to infer from it public value, relevance, community perception and international standing. Estimated Actual visits for 2017-18 are above target, influenced by higher than anticipated attendance at the exhibitions *Marvel: Creating the Cinematic Universe* and *Yayoi Kusama: Life is the Heart of a Rainbow*.
3. This service standard demonstrates the efficient use of government funding to leverage private investment and own-source revenue for the delivery of services.

## Staffing<sup>1</sup>

| Queensland Art Gallery | Notes | 2017-18<br>Budget | 2017-18<br>Est. Actual | 2018-19<br>Budget |
|------------------------|-------|-------------------|------------------------|-------------------|
| Queensland Art Gallery | 2, 3  | 280               | 290                    | 290               |

### Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The Gallery's core staffing establishment is approximately 240 FTEs per year, plus an average of 50 casual FTEs annually, noting that casual employment fluctuates considerably during the year to meet exhibition driven demands, and a natural visitation peak during public and school holidays.
3. The 2018-19 staffing budget reflects current forecasts of activity driven by the presentation of the Gallery's flagship exhibition, The 9th Asia Pacific Triennial of Contemporary Art, and growth of the Gallery's commercial services.

# Income statement

| Queensland Art Gallery               | Notes  | 2017-18<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|--------------------------------------|--------|-----------------------------|--------------------------------|-----------------------------|
| <b>INCOME</b>                        |        |                             |                                |                             |
| Taxes                                |        | ..                          | ..                             | ..                          |
| User charges and fees                | 1,5,10 | 11,441                      | 12,325                         | 7,920                       |
| Grants and other contributions       |        | 49,446                      | 48,681                         | 50,871                      |
| Interest                             | 2,6    | 400                         | 449                            | 450                         |
| Other revenue                        | 3,11   | 528                         | 757                            | 550                         |
| Gains on sale/revaluation of assets  | 7,12   | 1,500                       | 1,500                          | 1,650                       |
| <b>Total income</b>                  |        | <b>63,315</b>               | <b>63,712</b>                  | <b>61,441</b>               |
| <b>EXPENSES</b>                      |        |                             |                                |                             |
| Employee expenses                    |        | 28,095                      | 28,640                         | 29,787                      |
| Supplies and services                | 8,13   | 30,052                      | 30,318                         | 26,960                      |
| Grants and subsidies                 |        | ..                          | ..                             | ..                          |
| Depreciation and amortisation        |        | 512                         | 512                            | 521                         |
| Finance/borrowing costs              |        | ..                          | ..                             | ..                          |
| Other expenses                       | 4,9,14 | 1,357                       | 989                            | 548                         |
| Losses on sale/revaluation of assets |        | ..                          | ..                             | ..                          |
| <b>Total expenses</b>                |        | <b>60,016</b>               | <b>60,459</b>                  | <b>57,816</b>               |
| <b>OPERATING SURPLUS/(DEFICIT)</b>   |        | <b>3,299</b>                | <b>3,253</b>                   | <b>3,625</b>                |

# Balance sheet

| Queensland Art Gallery                       | Notes | 2017-18<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|----------------------------------------------|-------|-----------------------------|--------------------------------|-----------------------------|
| <b>CURRENT ASSETS</b>                        |       |                             |                                |                             |
| Cash assets                                  | 15,19 | 6,456                       | 6,896                          | 6,896                       |
| Receivables                                  |       | 606                         | 606                            | 606                         |
| Other financial assets                       |       | ..                          | ..                             | ..                          |
| Inventories                                  | 16,20 | 1,000                       | 700                            | 700                         |
| Other                                        |       | 220                         | 220                            | 220                         |
| Non-financial assets held for sale           |       | ..                          | ..                             | ..                          |
| <b>Total current assets</b>                  |       | <b>8,282</b>                | <b>8,422</b>                   | <b>8,422</b>                |
| <b>NON-CURRENT ASSETS</b>                    |       |                             |                                |                             |
| Receivables                                  |       | ..                          | ..                             | ..                          |
| Other financial assets                       | 17,21 | 31,173                      | 35,940                         | 35,536                      |
| Property, plant and equipment                | 18,22 | 410,533                     | 429,942                        | 438,971                     |
| Intangibles                                  |       | ..                          | ..                             | ..                          |
| Other                                        |       | ..                          | ..                             | ..                          |
| <b>Total non-current assets</b>              |       | <b>441,706</b>              | <b>465,882</b>                 | <b>474,507</b>              |
| <b>TOTAL ASSETS</b>                          |       | <b>449,988</b>              | <b>474,304</b>                 | <b>482,929</b>              |
| <b>CURRENT LIABILITIES</b>                   |       |                             |                                |                             |
| Payables                                     |       | 1,403                       | 1,403                          | 1,403                       |
| Accrued employee benefits                    |       | 2,501                       | 2,501                          | 2,501                       |
| Interest bearing liabilities and derivatives |       | ..                          | ..                             | ..                          |
| Provisions                                   |       | ..                          | ..                             | ..                          |
| Other                                        |       | 380                         | 380                            | 380                         |
| <b>Total current liabilities</b>             |       | <b>4,284</b>                | <b>4,284</b>                   | <b>4,284</b>                |
| <b>NON-CURRENT LIABILITIES</b>               |       |                             |                                |                             |
| Payables                                     |       | ..                          | ..                             | ..                          |
| Accrued employee benefits                    |       | ..                          | ..                             | ..                          |
| Interest bearing liabilities and derivatives |       | ..                          | ..                             | ..                          |
| Provisions                                   |       | ..                          | ..                             | ..                          |
| Other                                        |       | ..                          | ..                             | ..                          |
| <b>Total non-current liabilities</b>         |       | <b>..</b>                   | <b>..</b>                      | <b>..</b>                   |
| <b>TOTAL LIABILITIES</b>                     |       | <b>4,284</b>                | <b>4,284</b>                   | <b>4,284</b>                |
| <b>NET ASSETS/(LIABILITIES)</b>              |       | <b>445,704</b>              | <b>470,020</b>                 | <b>478,645</b>              |
| <b>EQUITY</b>                                |       |                             |                                |                             |
| <b>TOTAL EQUITY</b>                          |       | <b>445,704</b>              | <b>470,020</b>                 | <b>478,645</b>              |

# Cash flow statement

| Queensland Art Gallery                                      | Notes    | 2017-18<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|-------------------------------------------------------------|----------|-----------------------------|--------------------------------|-----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |          |                             |                                |                             |
| <b>Inflows:</b>                                             |          |                             |                                |                             |
| User charges and fees                                       | 23,29,35 | 11,441                      | 12,266                         | 7,920                       |
| Grants and other contributions                              |          | 35,879                      | 34,876                         | 36,467                      |
| Interest received                                           | 24,30    | 400                         | 449                            | 450                         |
| Taxes                                                       |          | ..                          | ..                             | ..                          |
| Other                                                       | 25,36    | 557                         | 1,358                          | 580                         |
| <b>Outflows:</b>                                            |          |                             |                                |                             |
| Employee costs                                              |          | (28,095)                    | (28,984)                       | (29,787)                    |
| Supplies and services                                       | 31,37    | (18,015)                    | (18,558)                       | (15,086)                    |
| Grants and subsidies                                        |          | ..                          | ..                             | ..                          |
| Borrowing costs                                             |          | ..                          | ..                             | ..                          |
| Other                                                       | 26,32    | (1,357)                     | (3,099)                        | (548)                       |
| <b>Net cash provided by or used in operating activities</b> |          | <b>810</b>                  | <b>(1,692)</b>                 | <b>(4)</b>                  |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |          |                             |                                |                             |
| <b>Inflows:</b>                                             |          |                             |                                |                             |
| Sales of non-financial assets                               |          | ..                          | ..                             | ..                          |
| Investments redeemed                                        | 27,33    | 2,330                       | 1,337                          | 2,054                       |
| Loans and advances redeemed                                 |          | ..                          | ..                             | ..                          |
| <b>Outflows:</b>                                            |          |                             |                                |                             |
| Payments for non-financial assets                           | 28,34,38 | (4,197)                     | (5,174)                        | (2,050)                     |
| Payments for investments                                    |          | ..                          | ..                             | ..                          |
| Loans and advances made                                     |          | ..                          | ..                             | ..                          |
| <b>Net cash provided by or used in investing activities</b> |          | <b>(1,867)</b>              | <b>(3,837)</b>                 | <b>4</b>                    |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |          |                             |                                |                             |
| <b>Inflows:</b>                                             |          |                             |                                |                             |
| Borrowings                                                  |          | ..                          | ..                             | ..                          |
| Equity injections                                           |          | ..                          | ..                             | ..                          |
| <b>Outflows:</b>                                            |          |                             |                                |                             |
| Borrowing redemptions                                       |          | ..                          | ..                             | ..                          |
| Finance lease payments                                      |          | ..                          | ..                             | ..                          |
| Equity withdrawals                                          |          | ..                          | ..                             | ..                          |
| <b>Net cash provided by or used in financing activities</b> |          | <b>..</b>                   | <b>..</b>                      | <b>..</b>                   |
| <b>Net increase/(decrease) in cash held</b>                 |          | <b>(1,057)</b>              | <b>(5,529)</b>                 | <b>..</b>                   |
| <b>Cash at the beginning of financial year</b>              |          | <b>7,513</b>                | <b>12,425</b>                  | <b>6,896</b>                |
| Cash transfers from restructure                             |          | ..                          | ..                             | ..                          |
| <b>Cash at the end of financial year</b>                    |          | <b>6,456</b>                | <b>6,896</b>                   | <b>6,896</b>                |

# Explanation of variances in the financial statements

## Income statement

### Major variations between 2017-18 Budget and 2017-18 Estimated Actual include:

1. An increase due to better than expected exhibition ticket and merchandise sales.
2. An increase primarily due to greater than expected cash balances carried forward from 2016-17.
3. An increase primarily due to the settlement of an insurance claim, and larger than normal recovery of sundry expenses from third parties.
4. A decrease primarily as the Queensland Government portion of exhibition insurance for the Gerhard Richter: The Life of Images exhibition paid directly by Arts Queensland to the insurance broker.

### Major variations between 2017-18 Budget and 2018-19 Budget include:

5. A decrease as the major exhibition in 2018-19, the 9th Asia Pacific Triennial of Contemporary Art, is unticketed.
6. An increase primarily due to expected higher cash balances.
7. An increase primarily due to increased QAGOMA Foundation donations and bequests under investment.
8. A decrease primarily due to a reduction in planned expenditure on the exhibition program.
9. A decrease as 2017-18 included one-off exhibition insurance for the Gerhard Richter: The Life of Images exhibition.

### Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:

10. A decrease as the major exhibition in 2018-19, the 9th Asia Pacific Triennial of Contemporary Art, is unticketed.
11. A decrease primarily due to the settlement of an insurance claim, and larger than normal recovery of sundry expenses from third parties in 2017-18.
12. An increase primarily due to increased QAGOMA Foundation donations and bequests under investment.
13. A decrease primarily due to a reduction in planned expenditure on the exhibition program.
14. A decrease as 2017-18 included one-off exhibition insurance for the Gerhard Richter: The Life of Images exhibition.

## Balance sheet

### Major variations between 2017-18 Budget and 2017-18 Estimated Actual include:

15. An increase primarily due to greater than expected cash balances carried forward from 2016-17.
16. A decrease due to a reduction in retail stock held for sale.
17. An increase due to greater than expected QAGOMA Foundation investments carried forward from 2016-17.
18. An increase due to the acquisition of works of art and revaluation of the Collection.

### Major variations between 2017-18 Budget and 2018-19 Budget include:

19. An increase primarily due to greater than expected cash balances carried forward from 2016-17.
20. A decrease due to a reduction in retail stock held for sale.
21. An increase due to greater than expected QAGOMA Foundation investments.
22. An increase due to the acquisition of works of art and revaluation of the Collection.

## Cash flow statement

### Major variations between 2017-18 Budget and 2017-18 Estimated Actual include:

23. An increase due to better than expected exhibition ticket and merchandise sales.
24. An increase primarily due to greater than expected cash balances carried forward from 2016-17.

25. An increase primarily due to the settlement of an insurance claim and recovery of sundry expenses from third parties.
26. An increase due to the transfer of bequest monies into a trust, offset by a reduction in insurance for the Gerhard Richter: The Life of Images exhibition as the Queensland Government portion paid directly by Arts Queensland to the insurance broker.
27. A decrease in investments redeemed for the QAGOMA Foundation as some expenditure funded from cash.
28. An increase due to greater acquisitions of works of art.

**Major variations between 2017-18 Budget and 2018-19 Budget include:**

29. A decrease as the major exhibition in 2018-19, the 9th Asia Pacific Triennial of Contemporary Art, is unticketed.
30. An increase primarily due to expected higher cash balances.
31. A decrease primarily due to a reduction in planned expenditure on the exhibition program.
32. A decrease as 2017-18 included one-off exhibition insurance for the Gerhard Richter: The Life of Images exhibition.
33. A decrease in investments redeemed for the QAGOMA Foundation as expenditure primarily funded from cash.
34. A decrease due to a reduction in planned acquisitions of works of art.

**Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:**

35. A decrease as the major exhibition in 2018-19, the 9th Asia Pacific Triennial of Contemporary Art, is unticketed.
36. A decrease as 2017-18 included the transfer of bequest monies to a trust, and one-off exhibition insurance for the Gerhard Richter: The Life of Images exhibition.
37. A decrease primarily due to a reduction in planned expenditure on the exhibition program.
38. A decrease due to a reduction in planned acquisitions of works of art.

# Queensland Museum

## Overview

The vision of the Queensland Museum (QM) is to be the premier museum in Australia, connecting real objects and contemporary research with communities, creating authentic and compelling experiences and telling stories that inspire, enrich and empower. QM does this through its network of seven campuses and through outreach into Queensland communities.

QM strives to ensure that it meets international standards in the care, growth and preservation of the collections; creates compelling experiences that engage visitors (both real and virtual); builds world-class research capability; becomes a national leader in engagement in science, technology, engineering, mathematics (STEM) and the arts; drives innovation in its business activities; invests in its people; and works in partnership with community, industry, government and other learning institutions to innovate in service development and delivery.

QM contributes to the Queensland Government's plan to:

- create jobs in a strong economy - by growing cultural and scientific tourism by delivering international exhibitions and iconic STEM and the arts experiences, including the World Science Festival Brisbane, attracting interstate and international visitation
- keep communities safe - by encouraging all Queenslanders to value our cultural and natural heritage, safeguarding the past and protecting our future and building capability and capacity across generations, connecting with each other through the provision of experiences that tell stories bigger than ourselves
- give all our children a great start - by connecting the creative discovery process that is the foundation of STEM and the arts with education. By exposing new audiences to lifelong learning, arts, science and culture inspires the next generation of creative thinkers
- protect the Great Barrier Reef - by leading innovative research to increase knowledge about the reef. We partner with world-class research organisations and share these messages of conservation and sustainability with our audiences.

Key priorities for QM include: maintaining a State-wide broad and dynamic program; conservation and management of the collection; sustaining a core of scientific and technical expertise capable of addressing issues critical to Queensland's cultural and natural environment; and growing and diversifying income streams to ensure financial sustainability.

## Service summary

In 2018-19, QM will:

- continue to implement the \$7 million investment over four years from 2016-17 to maintain the State's collections and address critical maintenance at regional campuses and the storage facility at Hendra
- continue to implement the \$4.5 million investment over four years from 2016-17 with matched funding raised from sponsorship support to update and replace permanent exhibitions to ensure preservation of collections, increase attendance levels and provide compelling experiences for visitors
- transform the Sciencentre into an interactive facility to inspire the next generation of Queenslanders in STEM
- deliver a legacy exhibition to coincide with Centenary of the ANZAC
- present major exhibitions including *Egyptian Mummies: Exploring Ancient Lives*, *Monkeys: A Primate Story*, *NASA: A Human Adventure*, *Perception Deception*, *Shape Shifter: 3D Printing*, *Underworld Mugshot*, *Dinosaur rEvolution*, *Evolution—Torres Strait Islander Masks*, *Alice's Wonderland* and *Day out with Thomas*, as well as delivering new programs across all our campuses
- deliver museum services across Queensland through our Museum Development Officer network
- deliver the fourth World Science Festival Brisbane, with engagement across Queensland
- develop further partnerships to enhance research capability
- support the Advance Queensland initiative which aims to make Queensland one of the leading states for student literacy and numeracy by 2020 by delivering new STEM projects across all campuses of the museum.

# Service performance

## Performance statement

### Queensland Museum

#### Service area objective

To care for and build the State collection, and curate and create experiences that explore unique Queensland stories, the natural environment and cultural heritage.

#### Service area description

Queensland Museum manages the State collection, offering public access to the collections and public programs through research, education, exhibition and loans to communities across the state and beyond. This is delivered onsite in all campuses, in the community, in classrooms and online.

| Queensland Museum                                                | Notes | 2017-18<br>Target/Est. | 2017-18<br>Est. Actual | 2018-19<br>Target/Est. |
|------------------------------------------------------------------|-------|------------------------|------------------------|------------------------|
| <b>Service standards</b>                                         |       |                        |                        |                        |
| <i>Effectiveness measures</i>                                    |       |                        |                        |                        |
| Audience satisfaction with museum experiences                    | 1     | 96%                    | 96%                    | 96%                    |
| Visits to Queensland Museum network onsite and at touring venues | 2     | 1.9 million            | 2.2 million            | 2.1 million            |
| <i>Efficiency measure</i>                                        |       |                        |                        |                        |
| Non-government revenue as a percentage of total revenue          | 3     | 43%                    | 43%                    | 41%                    |

#### Notes:

1. This service standard provides an indication of Queensland Museum's effectiveness in providing a compelling program of experiences across its campuses and online, helping to build Queensland's reputation as a cultural destination. The measure is of overall satisfaction of audiences with their Queensland Museum network experiences and the survey is consistent with the *Queensland Government Performance Management Framework Measuring Customer Experience Reference Guide* published by the Department of the Premier and Cabinet.
2. This service standard is considered the best available proxy measure of effectiveness of the service area objective, due to its ability to infer public value, relevance, community perception and international standing. The difference between the 2017-18 Target/Estimate and the 2017-18 Estimated Actual is mainly due to the Queensland Museum at Southbank attracting more visitors due to the establishment of several photographic exhibitions displayed in the Whale Mall.
3. This service standard demonstrates the efficient use of government funding in leveraging investment and own source revenue for the delivery of services. The difference between the 2017-18 Target/Estimate and 2018-19 Target/Estimate is primarily due to the completion of major projects, which are supported by both government and non-government funds.

## Staffing<sup>1</sup>

| Queensland Museum | Notes | 2017-18<br>Budget | 2017-18<br>Est. Actual | 2018-19<br>Budget |
|-------------------|-------|-------------------|------------------------|-------------------|
| Queensland Museum |       | 250               | 250                    | 250               |

Note:

1. Full-time equivalents (FTEs) as at 30 June.

# Income statement

| Queensland Museum                    | Notes | 2017-18<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|--------------------------------------|-------|-----------------------------|--------------------------------|-----------------------------|
| <b>INCOME</b>                        |       |                             |                                |                             |
| Taxes                                |       | ..                          | ..                             | ..                          |
| User charges and fees                | 2,5   | 10,107                      | 10,241                         | 12,073                      |
| Grants and other contributions       | 3,6   | 48,288                      | 49,188                         | 44,221                      |
| Interest                             |       | 326                         | 325                            | 325                         |
| Other revenue                        |       | 97                          | 104                            | 108                         |
| Gains on sale/revaluation of assets  |       | 190                         | 190                            | 190                         |
| <b>Total income</b>                  |       | <b>59,008</b>               | <b>60,048</b>                  | <b>56,917</b>               |
| <b>EXPENSES</b>                      |       |                             |                                |                             |
| Employee expenses                    | 1     | 25,554                      | 27,161                         | 26,616                      |
| Supplies and services                |       | 24,464                      | 23,948                         | 24,840                      |
| Grants and subsidies                 |       | 40                          | 56                             | 40                          |
| Depreciation and amortisation        | 4,7   | 4,016                       | 4,016                          | 4,889                       |
| Finance/borrowing costs              |       | ..                          | ..                             | ..                          |
| Other expenses                       |       | 574                         | 300                            | 532                         |
| Losses on sale/revaluation of assets |       | ..                          | ..                             | ..                          |
| <b>Total expenses</b>                |       | <b>54,648</b>               | <b>55,481</b>                  | <b>56,917</b>               |
| <b>OPERATING SURPLUS/(DEFICIT)</b>   |       | <b>4,360</b>                | <b>4,567</b>                   | <b>..</b>                   |

# Balance sheet

| Queensland Museum                            | Notes | 2017-18<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|----------------------------------------------|-------|-----------------------------|--------------------------------|-----------------------------|
| <b>CURRENT ASSETS</b>                        |       |                             |                                |                             |
| Cash assets                                  | 8,10  | 4,418                       | 5,698                          | 5,307                       |
| Receivables                                  | 9,11  | 2,262                       | 1,268                          | 1,504                       |
| Other financial assets                       |       | ..                          | ..                             | ..                          |
| Inventories                                  |       | 601                         | 622                            | 622                         |
| Other                                        |       | 34                          | 26                             | 26                          |
| Non-financial assets held for sale           |       | ..                          | ..                             | ..                          |
| <b>Total current assets</b>                  |       | <b>7,315</b>                | <b>7,614</b>                   | <b>7,459</b>                |
| <b>NON-CURRENT ASSETS</b>                    |       |                             |                                |                             |
| Receivables                                  |       | ..                          | ..                             | ..                          |
| Other financial assets                       |       | 3,488                       | 3,504                          | 3,694                       |
| Property, plant and equipment                |       | 624,840                     | 617,906                        | 630,825                     |
| Intangibles                                  |       | 581                         | 511                            | 361                         |
| Other                                        |       | ..                          | ..                             | ..                          |
| <b>Total non-current assets</b>              |       | <b>628,909</b>              | <b>621,921</b>                 | <b>634,880</b>              |
| <b>TOTAL ASSETS</b>                          |       | <b>636,224</b>              | <b>629,535</b>                 | <b>642,339</b>              |
| <b>CURRENT LIABILITIES</b>                   |       |                             |                                |                             |
| Payables                                     | 12    | 2,498                       | 2,146                          | 1,990                       |
| Accrued employee benefits                    |       | 2,275                       | 2,563                          | 2,563                       |
| Interest bearing liabilities and derivatives |       | ..                          | ..                             | ..                          |
| Provisions                                   |       | ..                          | ..                             | ..                          |
| Other                                        |       | ..                          | ..                             | ..                          |
| <b>Total current liabilities</b>             |       | <b>4,773</b>                | <b>4,709</b>                   | <b>4,553</b>                |
| <b>NON-CURRENT LIABILITIES</b>               |       |                             |                                |                             |
| Payables                                     |       | ..                          | ..                             | ..                          |
| Accrued employee benefits                    |       | ..                          | ..                             | ..                          |
| Interest bearing liabilities and derivatives |       | ..                          | ..                             | ..                          |
| Provisions                                   |       | ..                          | ..                             | ..                          |
| Other                                        |       | ..                          | ..                             | ..                          |
| <b>Total non-current liabilities</b>         |       | <b>..</b>                   | <b>..</b>                      | <b>..</b>                   |
| <b>TOTAL LIABILITIES</b>                     |       | <b>4,773</b>                | <b>4,709</b>                   | <b>4,553</b>                |
| <b>NET ASSETS/(LIABILITIES)</b>              |       | <b>631,451</b>              | <b>624,826</b>                 | <b>637,786</b>              |
| <b>EQUITY</b>                                |       |                             |                                |                             |
| <b>TOTAL EQUITY</b>                          |       | <b>631,451</b>              | <b>624,826</b>                 | <b>637,786</b>              |

# Cash flow statement

| Queensland Museum                                           | Notes      | 2017-18<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|-------------------------------------------------------------|------------|-----------------------------|--------------------------------|-----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |            |                             |                                |                             |
| <b>Inflows:</b>                                             |            |                             |                                |                             |
| User charges and fees                                       | 13, 15, 18 | 9,236                       | 10,241                         | 11,837                      |
| Grants and other contributions                              | 16, 19     | 43,722                      | 44,487                         | 39,503                      |
| Interest received                                           |            | 326                         | 325                            | 325                         |
| Taxes                                                       |            | ..                          | ..                             | ..                          |
| Other                                                       |            | 97                          | 104                            | 108                         |
| <b>Outflows:</b>                                            |            |                             |                                |                             |
| Employee costs                                              | 14         | (25,554)                    | (27,161)                       | (26,616)                    |
| Supplies and services                                       |            | (20,978)                    | (20,747)                       | (21,778)                    |
| Grants and subsidies                                        |            | (40)                        | (56)                           | (40)                        |
| Borrowing costs                                             |            | ..                          | ..                             | ..                          |
| Other                                                       |            | (574)                       | (300)                          | (532)                       |
| <b>Net cash provided by or used in operating activities</b> |            | <b>6,235</b>                | <b>6,893</b>                   | <b>2,807</b>                |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |            |                             |                                |                             |
| <b>Inflows:</b>                                             |            |                             |                                |                             |
| Sales of non-financial assets                               |            | ..                          | ..                             | ..                          |
| Investments redeemed                                        |            | ..                          | ..                             | ..                          |
| Loans and advances redeemed                                 |            | ..                          | ..                             | ..                          |
| <b>Outflows:</b>                                            |            |                             |                                |                             |
| Payments for non-financial assets                           | 17, 20     | (5,760)                     | (5,967)                        | (2,272)                     |
| Payments for investments                                    |            | ..                          | ..                             | ..                          |
| Loans and advances made                                     |            | ..                          | ..                             | ..                          |
| <b>Net cash provided by or used in investing activities</b> |            | <b>(5,760)</b>              | <b>(5,967)</b>                 | <b>(2,272)</b>              |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |            |                             |                                |                             |
| <b>Inflows:</b>                                             |            |                             |                                |                             |
| Borrowings                                                  |            | ..                          | ..                             | ..                          |
| Equity injections                                           |            | ..                          | ..                             | ..                          |
| <b>Outflows:</b>                                            |            |                             |                                |                             |
| Borrowing redemptions                                       |            | ..                          | ..                             | ..                          |
| Finance lease payments                                      |            | ..                          | ..                             | ..                          |
| Equity withdrawals                                          |            | (926)                       | (926)                          | (926)                       |
| <b>Net cash provided by or used in financing activities</b> |            | <b>(926)</b>                | <b>(926)</b>                   | <b>(926)</b>                |
| <b>Net increase/(decrease) in cash held</b>                 |            | <b>(451)</b>                | <b>..</b>                      | <b>(391)</b>                |
| <b>Cash at the beginning of financial year</b>              |            | <b>4,869</b>                | <b>5,698</b>                   | <b>5,698</b>                |
| Cash transfers from restructure                             |            | ..                          | ..                             | ..                          |
| <b>Cash at the end of financial year</b>                    |            | <b>4,418</b>                | <b>5,698</b>                   | <b>5,307</b>                |

# Explanation of variances in the financial statements

## Income statement

### Major variations between 2017-18 Budget and 2017-18 Estimated Actual include:

1. An increase primarily due to higher project demand in general and in particular short term staff rather than contractors were engaged to deliver some projects, resulting in an offsetting reduction in supply and services costs.

### Major variations between 2017-18 Budget and 2018-19 Budget include:

2. An increase primarily due to higher exhibition and programing activities.
3. A decrease primarily due to cessation of limited life funding from the State Government, mainly associated with finalisation of Sciencentre Redevelopment.
4. An increase primarily due to commissioning of new assets.

### Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:

5. An increase primarily due to higher exhibition and programing activities.
6. A decrease primarily due to cessation of limited life funding from the State Government, mainly associated with finalisation of Sciencentre Redevelopment.
7. An increase primarily due to commissioning of new assets.

## Balance sheet

### Major variations between 2017-18 Budget and 2017-18 Estimated Actual include:

8. An increase primarily due to higher than anticipated cash balances at the start of the year.
9. A decrease primarily due to timing differences in recoveries from customers.

### Major variations between 2017-18 Budget and 2018-19 Budget include:

10. An increase primarily due to higher than anticipated cash balances at the start of the year.
11. A decrease primarily due to timing differences in recoveries from customers.
12. A decrease primarily due to timing differences in payment of creditors.

## Cash flow statement

### Major variations between 2017-18 Budget and 2017-18 Estimated Actual include:

13. An increase primarily due to higher exhibition and programing activities.
14. An increase primarily due to higher project demand in general and in particular short term staff rather than contractors were engaged to deliver some projects, resulting in an offsetting reduction in supply and services costs.

### Major variations between 2017-18 Budget and 2018-19 Budget include:

15. An increase primarily due to higher exhibition and programing activities.
16. A decrease primarily due to cessation of limited life funding from the State Government, mainly associated with finalisation of Sciencentre Redevelopment.
17. A decrease primarily due to major projects being finalised progressively from one year to the next.

### Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:

18. An increase primarily due to higher exhibition and programing activities.
19. A decrease primarily due to cessation of limited life funding from the State Government, mainly associated with finalisation of Sciencentre Redevelopment.
20. A decrease primarily due to major projects being finalised progressively from one year to the next.

# Queensland Performing Arts Trust

## Overview

The Queensland Performing Arts Trust (QPAT) manages Queensland's flagship performing arts venue - the Queensland Performing Arts Centre (QPAC).

QPAT's vision is for a lifetime of unforgettable live performances for all Queenslanders. QPAT's purpose is to contribute to the social, cultural and intellectual development of Queenslanders.

QPAT's strategic direction is summarised by five objectives:

- connect audiences with arts experiences, no matter who or where they are
- deliver a broad program to reflect and enrich all lives
- deepen and amplify engagement between audience, artist and artwork
- foster an organisational culture built on leadership and collaboration
- build financial and workforce capacity to remain responsive to change and opportunity.

QPAT contributes to the Queensland Government's objectives to keep communities safe, give all our children a great start and create jobs in a strong economy through:

- managing our inclusive venues that are enjoyed by patrons and visitors of all ages, abilities and cultural backgrounds
- connecting to diverse audiences through live arts experiences and digital platforms which share Queensland stories
- meeting industry standards for the safety and security of our community and workforce
- investing in programming and collaborating on creative exchanges that require a broad range of roles and expertise
- presenting unique and popular live productions to grow cultural tourism.

QPAT is recognised as a cultural leader and delivers artistic, social, economic and cultural returns. QPAT's contribution to the growth of public value can be seen through its diverse programming which brings a range of exceptional experiences to wide audiences. QPAT's community engagement, education and participation programs help foster a community of the arts, and provides a breadth and depth of support to Queensland artists and arts companies.

QPAT's key focus in the coming years is to grow its programming, and audience reach and engagement across Queensland, which will be enhanced by a base funding upgrade of \$8 million over four years.

## Service summary

In 2018-19, QPAT will:

- work closely with theatre infrastructure professionals and other experts to support the planning and design of the new performing arts theatre to be constructed at QPAC
- extend the reach of programming through regional presentations and free extended live broadcasts of productions from QPAC's International Series and iconic events, such as the 2018 Out of the Box Festival and Clancestry - A Celebration of Country for Aboriginal and Torres Strait Islander Cultures, as part of the Queensland Government's base funding upgrade
- present a Queensland exclusive season of the world-renowned Teatro alla Scala Ballet Company, the first ever Australian season in the company's 240-year history, alongside an extensive program of events
- collaborate with Queensland creatives and technicians, arts companies and education institutions to continue to build Brisbane's reputation as a hub of musical theatre training, creation and presentation, as part of the Queensland Government's base funding upgrade
- lead the Cultural Mapping Project, working with Aboriginal and Torres Strait Islander communities and partner organisations to explore and document the origins, evolution, ownership and protocols surrounding dance and song
- deliver Stage 2 of the International Teaching Artist Program with partners, Lincoln Center Education and Sydney Opera House via QPAC's global education platform Kadenze.

# Service performance

## Performance statement

### Queensland Performing Arts Trust

#### Service area objective

To strengthen Queensland's arts sector and contribute to the cultural, social and intellectual development of all Queenslanders.

#### Service area description

Queensland Performing Arts Centre (QPAC) delivers exceptional live performance and learning experiences for Queenslanders and visitors. The venues within QPAC are managed to generate arts outcomes for the State through positive commercial returns. QPAC curates an annual live performance program that includes QPAC variously as a producer, presenter, venue or investor and features production of local, national and international companies. The specially tailored program enhances lifelong learning through art. As well as these programming functions, the Queensland Performing Arts Trust (QPAT) is a commercial manager of its venues including managing and operating QPAC's four theatres—Lyric Theatre, Concert Hall, Playhouse and Cremorne Theatre.

| Queensland Performing Arts Trust                        | Notes | 2017-18<br>Target/Est. | 2017-18<br>Est. Actual | 2018-19<br>Target/Est. |
|---------------------------------------------------------|-------|------------------------|------------------------|------------------------|
| <b>Service standards</b>                                |       |                        |                        |                        |
| <i>Effectiveness measures</i>                           |       |                        |                        |                        |
| Audience satisfaction with programming                  | 1     | 95%                    | 93%                    | 95%                    |
| Visits to QPAC onsite                                   | 2     | 1.3 million            | 1.3 million            | 1.3 million            |
| <i>Efficiency measures</i>                              |       |                        |                        |                        |
| Venue utilisation                                       | 3     | 84%                    | 87%                    | 84%                    |
| Non-government revenue as a percentage of total revenue | 4     | 86%                    | 86%                    | 85%                    |

Notes:

1. Audience satisfaction measures the degree to which service delivery meets the expectations of users. The measure indicates overall audience satisfaction with programming. This service standard previously included audience satisfaction with facilities. However, as the facilities are owned by the department rather than QPAT, they have been excluded from the scope of the measure. The methodology for measurement remains unchanged. The audience survey is based on the *Queensland Government Performance Management Framework Measuring Customer Experience Reference Guide* published by the Department of the Premier and Cabinet.
2. This service standard is considered the best available proxy measure of effectiveness of the service, due to its ability to infer public value, relevance, community perception and international standing. It includes ticketed attendance as well as attendance at free events and exhibitions.
3. This service standard is an indicator of the use being made of QPAC's four theatres. The measure is an indicator of QPAC's efficiency in venue management and ability to ensure supply to theatres. The forecast increased result in 2017-18 Estimated/Actual is due to additional hires secured in the Lyric Theatre and Concert Hall during the year.
4. This service standard includes revenue earned through the operation of commercial services (venue hire, ticketing, food and beverage) and revenue contributed through sponsorship and philanthropic programs. It is anticipated the relative percentage will decrease slightly following increased Government funding for 2018-19.

## Staffing<sup>1</sup>

| Queensland Performing Arts Trust | Notes | 2017-18<br>Budget | 2017-18<br>Est. Actual | 2018-19<br>Budget |
|----------------------------------|-------|-------------------|------------------------|-------------------|
| Queensland Performing Arts Trust | 2     | 353               | 353                    | 340               |

### Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. FTE staffing is expected to revert to previous levels in 2018-19, following a temporary increase in casual staffing requirements in 2017-18 due to additional demand in production and visitor services.

# Income statement

| Queensland Performing Arts Trust     | Notes   | 2017-18<br>Adjusted<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|--------------------------------------|---------|-----------------------------------------|--------------------------------|-----------------------------|
| <b>INCOME</b>                        |         |                                         |                                |                             |
| Taxes                                |         | ..                                      | ..                             | ..                          |
| User charges and fees                | 1,8,15  | 48,184                                  | 50,472                         | 48,030                      |
| Grants and other contributions       | 2,9,16  | 16,530                                  | 17,607                         | 18,673                      |
| Interest                             |         | 694                                     | 694                            | 748                         |
| Other revenue                        | 3,10,17 | 1,000                                   | 750                            | 1,289                       |
| Gains on sale/revaluation of assets  |         | ..                                      | ..                             | ..                          |
| <b>Total income</b>                  |         | <b>66,408</b>                           | <b>69,523</b>                  | <b>68,740</b>               |
| <b>EXPENSES</b>                      |         |                                         |                                |                             |
| Employee expenses                    | 4,11,18 | 30,800                                  | 32,880                         | 31,313                      |
| Supplies and services                | 5,12,19 | 34,196                                  | 35,462                         | 36,312                      |
| Grants and subsidies                 |         | ..                                      | ..                             | ..                          |
| Depreciation and amortisation        | 6,13    | 1,077                                   | 977                            | 952                         |
| Finance/borrowing costs              |         | ..                                      | ..                             | ..                          |
| Other expenses                       | 7,14    | 335                                     | 204                            | 163                         |
| Losses on sale/revaluation of assets |         | ..                                      | ..                             | ..                          |
| <b>Total expenses</b>                |         | <b>66,408</b>                           | <b>69,523</b>                  | <b>68,740</b>               |
| <b>OPERATING SURPLUS/(DEFICIT)</b>   |         | <b>..</b>                               | <b>..</b>                      | <b>..</b>                   |

# Balance sheet

| Queensland Performing Arts Trust             | Notes    | 2017-18<br>Adjusted<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|----------------------------------------------|----------|-----------------------------------------|--------------------------------|-----------------------------|
| <b>CURRENT ASSETS</b>                        |          |                                         |                                |                             |
| Cash assets                                  | 20,29,37 | 8,135                                   | 10,693                         | 10,754                      |
| Receivables                                  | 21,30,38 | 3,207                                   | 2,555                          | 2,781                       |
| Other financial assets                       |          | 3                                       | ..                             | ..                          |
| Inventories                                  |          | 313                                     | 298                            | 308                         |
| Other                                        | 22,31    | 527                                     | 697                            | 702                         |
| Non-financial assets held for sale           |          | ..                                      | ..                             | ..                          |
| <b>Total current assets</b>                  |          | <b>12,185</b>                           | <b>14,243</b>                  | <b>14,545</b>               |
| <b>NON-CURRENT ASSETS</b>                    |          |                                         |                                |                             |
| Receivables                                  |          | ..                                      | ..                             | ..                          |
| Other financial assets                       |          | ..                                      | ..                             | ..                          |
| Property, plant and equipment                | 23,32,39 | 11,762                                  | 12,468                         | 12,694                      |
| Intangibles                                  | 24,40    | 493                                     | 645                            | 467                         |
| Other                                        |          | ..                                      | ..                             | ..                          |
| <b>Total non-current assets</b>              |          | <b>12,255</b>                           | <b>13,113</b>                  | <b>13,161</b>               |
| <b>TOTAL ASSETS</b>                          |          | <b>24,440</b>                           | <b>27,356</b>                  | <b>27,706</b>               |
| <b>CURRENT LIABILITIES</b>                   |          |                                         |                                |                             |
| Payables                                     | 25,33,41 | 2,709                                   | 5,061                          | 5,401                       |
| Accrued employee benefits                    | 26,34    | 1,445                                   | 1,256                          | 1,246                       |
| Interest bearing liabilities and derivatives |          | ..                                      | 12                             | ..                          |
| Provisions                                   |          | ..                                      | ..                             | ..                          |
| Other                                        | 27,35    | 131                                     | 323                            | 343                         |
| <b>Total current liabilities</b>             |          | <b>4,285</b>                            | <b>6,652</b>                   | <b>6,990</b>                |
| <b>NON-CURRENT LIABILITIES</b>               |          |                                         |                                |                             |
| Payables                                     |          | ..                                      | ..                             | ..                          |
| Accrued employee benefits                    |          | ..                                      | ..                             | ..                          |
| Interest bearing liabilities and derivatives |          | ..                                      | ..                             | ..                          |
| Provisions                                   |          | ..                                      | ..                             | ..                          |
| Other                                        |          | ..                                      | ..                             | ..                          |
| <b>Total non-current liabilities</b>         |          | <b>..</b>                               | <b>..</b>                      | <b>..</b>                   |
| <b>TOTAL LIABILITIES</b>                     |          | <b>4,285</b>                            | <b>6,652</b>                   | <b>6,990</b>                |
| <b>NET ASSETS/(LIABILITIES)</b>              |          | <b>20,155</b>                           | <b>20,704</b>                  | <b>20,716</b>               |
| <b>EQUITY</b>                                |          |                                         |                                |                             |
| <b>TOTAL EQUITY</b>                          | 28,36    | <b>20,155</b>                           | <b>20,704</b>                  | <b>20,716</b>               |

# Cash flow statement

| Queensland Performing Arts Trust                            | Notes    | 2017-18<br>Adjusted<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|-------------------------------------------------------------|----------|-----------------------------------------|--------------------------------|-----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |          |                                         |                                |                             |
| <b>Inflows:</b>                                             |          |                                         |                                |                             |
| User charges and fees                                       | 42,52    | 51,762                                  | 53,890                         | 51,768                      |
| Grants and other contributions                              | 43,48,53 | 8,870                                   | 9,947                          | 10,860                      |
| Interest received                                           |          | 694                                     | 694                            | 748                         |
| Taxes                                                       |          | ..                                      | ..                             | ..                          |
| Other                                                       | 44,49,54 | 2,557                                   | 2,280                          | 3,404                       |
| <b>Outflows:</b>                                            |          |                                         |                                |                             |
| Employee costs                                              | 45,50,55 | (30,810)                                | (32,890)                       | (31,323)                    |
| Supplies and services                                       | 46,51,56 | (28,425)                                | (27,450)                       | (30,435)                    |
| Grants and subsidies                                        |          | ..                                      | ..                             | ..                          |
| Borrowing costs                                             |          | ..                                      | ..                             | ..                          |
| Other                                                       | 47,57    | (4,026)                                 | (3,517)                        | (3,961)                     |
| <b>Net cash provided by or used in operating activities</b> |          | <b>622</b>                              | <b>2,954</b>                   | <b>1,061</b>                |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |          |                                         |                                |                             |
| <b>Inflows:</b>                                             |          |                                         |                                |                             |
| Sales of non-financial assets                               |          | ..                                      | ..                             | ..                          |
| Investments redeemed                                        |          | ..                                      | ..                             | ..                          |
| Loans and advances redeemed                                 |          | ..                                      | ..                             | ..                          |
| <b>Outflows:</b>                                            |          |                                         |                                |                             |
| Payments for non-financial assets                           |          | (1,000)                                 | (1,000)                        | (1,000)                     |
| Payments for investments                                    |          | ..                                      | ..                             | ..                          |
| Loans and advances made                                     |          | ..                                      | ..                             | ..                          |
| <b>Net cash provided by or used in investing activities</b> |          | <b>(1,000)</b>                          | <b>(1,000)</b>                 | <b>(1,000)</b>              |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |          |                                         |                                |                             |
| <b>Inflows:</b>                                             |          |                                         |                                |                             |
| Borrowings                                                  |          | ..                                      | ..                             | ..                          |
| Equity injections                                           |          | ..                                      | ..                             | ..                          |
| <b>Outflows:</b>                                            |          |                                         |                                |                             |
| Borrowing redemptions                                       |          | ..                                      | ..                             | ..                          |
| Finance lease payments                                      |          | ..                                      | ..                             | ..                          |
| Equity withdrawals                                          |          | ..                                      | ..                             | ..                          |
| <b>Net cash provided by or used in financing activities</b> |          | <b>..</b>                               | <b>..</b>                      | <b>..</b>                   |
| <b>Net increase/(decrease) in cash held</b>                 |          | <b>(378)</b>                            | <b>1,954</b>                   | <b>61</b>                   |
| <b>Cash at the beginning of financial year</b>              |          | <b>8,513</b>                            | <b>8,739</b>                   | <b>10,693</b>               |
| Cash transfers from restructure                             |          | ..                                      | ..                             | ..                          |
| <b>Cash at the end of financial year</b>                    |          | <b>8,135</b>                            | <b>10,693</b>                  | <b>10,754</b>               |

# Explanation of variances in the financial statements

## Income statement

### Major variations between 2017-18 Adjusted Budget and 2017-18 Estimated Actual include:

1. An increase primarily due to higher spend per head in Food and Beverage and technical production crew requirements on shows.
2. An increase due to funding for the biennial Out of The Box festival and funding for electricity supplementation.
3. A decrease primarily due to investments in touring productions and sponsorships not eventuating as expected.
4. An increase due to staffing requirements for the Out of the Box festival, food and beverage services and technical production crew requirements on shows.
5. An increase in Food and Beverage purchases resulting from increased sales.
6. A decrease due to lower than expected capital expenditure during the year.
7. A decrease due to cost savings in bank charges and other administrative costs.

### Major variations between 2017-18 Adjusted Budget and 2018-19 Budget include:

8. A decrease primarily due to lower levels of performances and attendances expected next year.
9. An increase due to additional State Government funding to enable QPAC to expand and extend its program content.
10. An increase due to expected increase in sponsorship revenues.
11. An increase primarily due to Enterprise Bargaining Agreement increases.
12. An increase due to additional State Government funding provided that will enable QPAC to expand and extend its program content.
13. A decrease due to lower than expected capital expenditure during the year.
14. A decrease due to cost savings in bank charges and other administrative costs.

### Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:

15. A decrease due to a lower number of performances and attendances planned in 2018-19.
16. An increase due to additional State Government funding to enable QPAC to expand and extend its program content offset by a decrease in funding for the biennial Out of the Box festival.
17. An increase due to expected Sponsorship revenue and investments in touring productions.
18. A decrease due to lower number of performances requiring less production crews and food and beverage staffing.
19. An increase due to additional State Government funding provided that will enable QPAC to expand and extend its program content.

## Balance sheet

### Major variations between 2017-18 Adjusted Budget and 2017-18 Estimated Actual include:

20. An increase due to recovery of Receivables from major musicals and timing of payment of payables.
21. A decrease due to recovery of amounts following the finalisation of a major musical.
22. An increase due to prepayments for major international series event.
23. An increase due to revaluations of major capital items.
24. An increase due to finalisation of major software implementation.
25. An increase due to the Out of the Box festival held in June.
26. A decrease due to more leave taken by staff than anticipated.
27. An increase due to funds received in advance from Sponsorship agreements.
28. An increase due to revaluations of major capital items.

**Major variations between 2017-18 Adjusted Budget and 2018-19 Budget include:**

29. An increase due to recovery of Receivables from major musicals and timing of payables.
30. A decrease due to recovery of amounts following the finalisation of a major musical.
31. An increase due to prepayments for major International Series event.
32. An increase due to revaluations of major capital items and additional capital purchases planned for the year.
33. An increase due to the expected timing of payments for supplies and services.
34. A decrease due to more leave taken by staff than anticipated.
35. An increase due to funds received in advance from Sponsorship agreements.
36. An increase due to revaluations of major capital items.

**Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:**

37. An increase due to timing of invoicing to hirers and payments to suppliers.
38. An increase due to the timing of theatrical productions and invoicing terms.
39. An increase due to planned capital purchases for the year.
40. A decrease due to amortisation of existing assets.
41. An increase due to the expected timing of payments for supplies and services and payment of GST liability to the Australian Tax Office.

## **Cash flow statement**

**Major variations between 2017-18 Adjusted Budget and 2017-18 Estimated Actual include:**

42. An increase primarily due to higher spend per head in Food and Beverage and technical production crew requirements on shows.
43. An increase due to funding for the biennial Out of The Box festival and funding for electricity supplementation.
44. A decrease primarily due to investments in touring productions and sponsorships not eventuating as expected.
45. An increase due to staffing requirements for the Out of the Box festival, food and beverage services and technical production crew requirements on shows.
46. A decrease due to timing of payments for payables incurred for the Out of the Box festival in June.
47. A decrease due to timing of GST payment to the Australian Taxation Office.

**Major variations between 2017-18 Adjusted Budget and 2018-19 Budget include:**

48. An increase due to additional State Government funding to enable QPAC to expand and extend its program content.
49. An increase due to expected Sponsorship revenue and investments in touring productions.
50. An increase due to Enterprise Bargaining Agreement increases.
51. An increase due to additional State Government funding provided that will enable QPAC to expand and extend its program content.

**Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:**

52. A decrease due to a lower number of performances and attendances planned in 2018-19.
53. An increase due to additional State Government funding to enable QPAC to expand and extend its program content.
54. An increase due to expected Sponsorship revenue and investments in touring productions.
55. A decrease due to the expected lower level of activity resulting in lower cost of sales for food and beverage and technical production crew requirements on shows.
56. An increase due to additional State Government funding provided that will enable QPAC to expand and extend its program content.
57. An increase due to timing of GST payment to the Australian Taxation Office.

# Library Board of Queensland

## Overview

Founded in 1896, the State Library of Queensland (SLQ) is the leading reference and research library in Queensland. SLQ is responsible for collecting and preserving a comprehensive collection of Queensland's cultural and documentary heritage, providing free access to information for all Queenslanders and for the advancement of public libraries across the state. The object of the *Libraries Act 1988* is 'to contribute to the cultural, social and intellectual development of all Queenslanders'.

SLQ's vision is inspiring possibilities through knowledge, stories and creativity. SLQ's objectives are to enable access, engage the community and build capability.

SLQ's partnership with local government creates a state-wide network of public libraries and Indigenous Knowledge Centres, with over two million members.

SLQ supports the Queensland Government's plan to:

- create jobs in a strong economy - by supporting entrepreneurs to create new businesses and current small businesses to transform into digital businesses; and providing lifelong learning programs, including assistance with job hunting and submitting applications online
- keep communities safe - by providing welcoming places for everyone, free access to a wide range of information and opportunities for the open exchange of ideas and exposure to different perspectives
- give all our children a great start - by delivering First 5 Forever - a state-wide family literacy initiative to give families the information and tools they need to help children develop language and literacy skills through public libraries.

SLQ supports the Advance Queensland policy through collections, services and programs that enable innovation and new enterprise, build capability in the regions and enable more Queenslanders to participate in the digital economy by increasing digital literacy skills and additional support for small business.

SLQ is accelerating the transition to digital formats to make content, services and programs accessible to everyone. To achieve the legislated role, SLQ is digitising legacy content to make it accessible, capturing born digital content (for example, websites and blogs) and building infrastructure to ensure long term access to digital content. This content is challenging to collect and preserve. SLQ is also working to address the digital divide in Queensland as access, affordability and ability are essential to digitally inclusive, literate communities that are skilled for the 21st century.

## Service summary

In 2018-19, SLQ will:

- invest \$5 million to continue to deliver First 5 Forever, in partnership with public libraries, as an ongoing family literacy initiative to give families the information and tools they need to help children develop language and literacy skills
- launch the National Electronic Deposit system developed in partnership with National and State Libraries Australia, which will improve the collection of and access to electronic-only publications under legal deposit provisions
- commence the implementation of SLQ's Digital Strategy, including the first stage of a new online presence to improve access to content and services, and implementation of a digital content preservation system
- deliver the final year of Q ANZAC 100, including a State-wide program to commemorate the Centenary of Armistice in November 2018
- develop audiences through the delivery of exhibitions and events, including the Queensland Literary Awards, and black&write! Aboriginal and Torres Strait Islander writing and editing program
- support new business, social enterprise and creative industries, including through the Business Studio and The Edge's Fabrication Lab
- invest \$24.9 million in public library collections and services and work with public libraries to implement programs and activities to increase Queensland's digital literacy skills.

# Service performance

## Performance statement

### State Library of Queensland

#### Service area objective

To contribute to the cultural, social and intellectual development of all Queenslanders.

#### Service area description

The State Library of Queensland (SLQ) provides free access to print, digital and original resources, with a focus on collecting and preserving Queensland's unique documentary heritage. SLQ provides information and research services, events and exhibitions and centres of engagement with: children and young people; Aboriginal and Torres Strait Islander peoples; arts, science, technology, enterprise; and design. SLQ partners with local government to fund and support over 320 public libraries and Indigenous Knowledge Centres including collection services and professional development. SLQ plays a leadership role to ensure the sustainability of small rural and remote libraries and Indigenous Knowledge Centres, including the purchase and distribution of collections that are shared across the network.

| Library Board of Queensland                               | Notes | 2017-18<br>Target/Est. | 2017-18<br>Est. Actual | 2018-19<br>Target/Est. |
|-----------------------------------------------------------|-------|------------------------|------------------------|------------------------|
| <b>Service area: State Library of Queensland</b>          |       |                        |                        |                        |
| <b>Service standards</b>                                  |       |                        |                        |                        |
| <i>Effectiveness measures</i>                             |       |                        |                        |                        |
| Customer satisfaction with services and programs          | 1     | 95%                    | 97%                    | 95%                    |
| Visits to SLQ onsite and online                           | 2     | New measure            | New measure            | 4.1 million            |
| <i>Efficiency measure</i>                                 |       |                        |                        |                        |
| Percentage increase in the efficiency of service delivery | 3     | 2.5%                   | 2%                     | 2%                     |

#### Notes:

1. This service standard is based on overall customer satisfaction through surveys which are compliant with the *Queensland Government Performance Management Framework Measuring Customer Experience Reference Guide* published by the Department of the Premier and Cabinet, and includes questions on timeliness, quality, access, staff, outcome and overall satisfaction.
2. This service standard is considered the best available proxy measure of effectiveness of the service area objective, due to its ability to infer public value, relevance and community perception. It includes visits to the SLQ building at the Cultural Centre and visits online, including to online collections and public programs which better indicate the state-wide reach of the service.
3. This service standard measures the percentage improvement from the previous year in the ratio of total visits to SLQ (onsite and online) compared to SLQ's State Government budget appropriation (excluding public library grant funds). The measure provides an indication of improvement in the efficient use of public funds in providing services and programs to the public. The 2017-18 Estimated Actual is less than the 2017-18 Target/Estimate as, after creating year on year increases in onsite and online visits, SLQ's ability to keep increasing its online and onsite visits at the same level is reduced.

## Staffing<sup>1</sup>

| Library Board of Queensland | Notes | 2017-18<br>Budget | 2017-18<br>Est. Actual | 2018-19<br>Budget |
|-----------------------------|-------|-------------------|------------------------|-------------------|
| State Library of Queensland | 2, 3  | 294               | 287                    | 288               |

### Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The reduction from the 2017-18 Budget to the 2017-18 Estimated Actual is due to vacancies held and the reduction in staff numbers for the Q ANZAC100 project.
3. The reduction from the 2017-18 Budget to the 2018-19 Budget is due to the reduction in staff numbers for the Q ANZAC100 project.

# Income statement

| Library Board of Queensland          | Notes | 2017-18<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|--------------------------------------|-------|-----------------------------|--------------------------------|-----------------------------|
| <b>INCOME</b>                        |       |                             |                                |                             |
| Taxes                                |       | ..                          | ..                             | ..                          |
| User charges and fees                | 1     | 3,809                       | 4,050                          | 3,932                       |
| Grants and other contributions       |       | 72,663                      | 72,111                         | 73,308                      |
| Interest                             | 2,3   | 675                         | 745                            | 745                         |
| Other revenue                        |       | ..                          | ..                             | ..                          |
| Gains on sale/revaluation of assets  |       | ..                          | 20                             | ..                          |
| <b>Total income</b>                  |       | <b>77,147</b>               | <b>76,926</b>                  | <b>77,985</b>               |
| <b>EXPENSES</b>                      |       |                             |                                |                             |
| Employee expenses                    |       | 29,561                      | 28,979                         | 29,975                      |
| Supplies and services                | 4,6   | 21,211                      | 21,573                         | 22,857                      |
| Grants and subsidies                 | 5,7   | 25,612                      | 25,612                         | 24,392                      |
| Depreciation and amortisation        |       | 548                         | 548                            | 545                         |
| Finance/borrowing costs              |       | ..                          | ..                             | ..                          |
| Other expenses                       |       | 195                         | 194                            | 196                         |
| Losses on sale/revaluation of assets |       | 20                          | 20                             | 20                          |
| <b>Total expenses</b>                |       | <b>77,147</b>               | <b>76,926</b>                  | <b>77,985</b>               |
| <b>OPERATING SURPLUS/(DEFICIT)</b>   |       | <b>..</b>                   | <b>..</b>                      | <b>..</b>                   |

# Balance sheet

| Library Board of Queensland                  | Notes    | 2017-18<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|----------------------------------------------|----------|-----------------------------|--------------------------------|-----------------------------|
| <b>CURRENT ASSETS</b>                        |          |                             |                                |                             |
| Cash assets                                  | 8,16,24  | 14,974                      | 17,961                         | 16,437                      |
| Receivables                                  |          | 869                         | 849                            | 849                         |
| Other financial assets                       |          | ..                          | ..                             | ..                          |
| Inventories                                  | 9,17     | 303                         | 213                            | 213                         |
| Other                                        | 10,18    | 765                         | 893                            | 893                         |
| Non-financial assets held for sale           |          | ..                          | ..                             | ..                          |
| <b>Total current assets</b>                  |          | <b>16,911</b>               | <b>19,916</b>                  | <b>18,392</b>               |
| <b>NON-CURRENT ASSETS</b>                    |          |                             |                                |                             |
| Receivables                                  |          | ..                          | ..                             | ..                          |
| Other financial assets                       |          | ..                          | ..                             | ..                          |
| Property, plant and equipment                | 11,19    | 109,833                     | 124,591                        | 126,368                     |
| Intangibles                                  | 12,20,25 | 8,628                       | 9,132                          | 9,679                       |
| Other                                        |          | ..                          | ..                             | ..                          |
| <b>Total non-current assets</b>              |          | <b>118,461</b>              | <b>133,723</b>                 | <b>136,047</b>              |
| <b>TOTAL ASSETS</b>                          |          | <b>135,372</b>              | <b>153,639</b>                 | <b>154,439</b>              |
| <b>CURRENT LIABILITIES</b>                   |          |                             |                                |                             |
| Payables                                     | 13,21    | 1,827                       | 1,578                          | 1,578                       |
| Accrued employee benefits                    | 14,22    | 2,458                       | 2,746                          | 2,746                       |
| Interest bearing liabilities and derivatives |          | ..                          | ..                             | ..                          |
| Provisions                                   |          | ..                          | ..                             | ..                          |
| Other                                        | 15,23    | 311                         | 153                            | 153                         |
| <b>Total current liabilities</b>             |          | <b>4,596</b>                | <b>4,477</b>                   | <b>4,477</b>                |
| <b>NON-CURRENT LIABILITIES</b>               |          |                             |                                |                             |
| Payables                                     |          | ..                          | ..                             | ..                          |
| Accrued employee benefits                    |          | ..                          | ..                             | ..                          |
| Interest bearing liabilities and derivatives |          | ..                          | ..                             | ..                          |
| Provisions                                   |          | ..                          | ..                             | ..                          |
| Other                                        |          | ..                          | ..                             | ..                          |
| <b>Total non-current liabilities</b>         |          | <b>..</b>                   | <b>..</b>                      | <b>..</b>                   |
| <b>TOTAL LIABILITIES</b>                     |          | <b>4,596</b>                | <b>4,477</b>                   | <b>4,477</b>                |
| <b>NET ASSETS/(LIABILITIES)</b>              |          | <b>130,776</b>              | <b>149,162</b>                 | <b>149,962</b>              |
| <b>EQUITY</b>                                |          |                             |                                |                             |
| <b>TOTAL EQUITY</b>                          |          | <b>130,776</b>              | <b>149,162</b>                 | <b>149,962</b>              |

# Cash flow statement

| Library Board of Queensland                                 | Notes    | 2017-18<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|-------------------------------------------------------------|----------|-----------------------------|--------------------------------|-----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |          |                             |                                |                             |
| <b>Inflows:</b>                                             |          |                             |                                |                             |
| User charges and fees                                       | 26,35    | 4,232                       | 4,638                          | 4,335                       |
| Grants and other contributions                              |          | 65,485                      | 64,933                         | 66,130                      |
| Interest received                                           | 27,30    | 675                         | 745                            | 745                         |
| Taxes                                                       |          | ..                          | ..                             | ..                          |
| Other                                                       |          | 311                         | 311                            | 311                         |
| <b>Outflows:</b>                                            |          |                             |                                |                             |
| Employee costs                                              |          | (29,561)                    | (28,979)                       | (29,975)                    |
| Supplies and services                                       | 31,36    | (14,033)                    | (14,395)                       | (15,679)                    |
| Grants and subsidies                                        | 32,37    | (25,612)                    | (25,612)                       | (24,392)                    |
| Borrowing costs                                             |          | ..                          | ..                             | ..                          |
| Other                                                       |          | (929)                       | (928)                          | (930)                       |
| <b>Net cash provided by or used in operating activities</b> |          | <b>568</b>                  | <b>713</b>                     | <b>545</b>                  |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |          |                             |                                |                             |
| <b>Inflows:</b>                                             |          |                             |                                |                             |
| Sales of non-financial assets                               | 28,33,38 | (20)                        | 20                             | ..                          |
| Investments redeemed                                        |          | ..                          | ..                             | ..                          |
| Loans and advances redeemed                                 |          | ..                          | ..                             | ..                          |
| <b>Outflows:</b>                                            |          |                             |                                |                             |
| Payments for non-financial assets                           | 29,34,39 | (1,934)                     | (1,632)                        | (2,069)                     |
| Payments for investments                                    |          | ..                          | ..                             | ..                          |
| Loans and advances made                                     |          | ..                          | ..                             | ..                          |
| <b>Net cash provided by or used in investing activities</b> |          | <b>(1,954)</b>              | <b>(1,612)</b>                 | <b>(2,069)</b>              |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |          |                             |                                |                             |
| <b>Inflows:</b>                                             |          |                             |                                |                             |
| Borrowings                                                  |          | ..                          | ..                             | ..                          |
| Equity injections                                           |          | ..                          | ..                             | ..                          |
| <b>Outflows:</b>                                            |          |                             |                                |                             |
| Borrowing redemptions                                       |          | ..                          | ..                             | ..                          |
| Finance lease payments                                      |          | ..                          | ..                             | ..                          |
| Equity withdrawals                                          |          | ..                          | ..                             | ..                          |
| <b>Net cash provided by or used in financing activities</b> |          | <b>..</b>                   | <b>..</b>                      | <b>..</b>                   |
| <b>Net increase/(decrease) in cash held</b>                 |          | <b>(1,386)</b>              | <b>(899)</b>                   | <b>(1,524)</b>              |
| <b>Cash at the beginning of financial year</b>              |          | <b>16,360</b>               | <b>18,860</b>                  | <b>17,961</b>               |
| Cash transfers from restructure                             |          | ..                          | ..                             | ..                          |
| <b>Cash at the end of financial year</b>                    |          | <b>14,974</b>               | <b>17,961</b>                  | <b>16,437</b>               |

# Explanation of variances in the financial statements

## Income statement

### Major variations between 2017-18 Budget and 2017-18 Estimated Actual include:

1. Increase is principally due to slightly higher café and venue hire revenue due to increased patronage.
2. Increase is due to higher interest rates paid on funds invested.

### Major variations between 2017-18 Budget and 2018-19 Budget include:

3. Increase is due to the expectation of higher interest rates paid on funds invested.
4. The increase is mainly due to funding for resource kits and community literacy projects as part of the First 5 Forever project.
5. Decrease is mainly due to the reallocation of grant funding from the First 5 Forever project to provide resource kits and community literacy projects.

### Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:

6. The increase is mainly due to the investment in development of resource kits and community literacy projects as part of the First 5 Forever project.
7. Decrease is mainly due to the reallocation of grant funding from the First 5 Forever project to provide resource kits and community literacy projects.

## Balance sheet

### Major variations between 2017-18 Budget and 2017-18 Estimated Actual include:

8. Increase is due to a higher than anticipated prior year surplus resulting from timing delays to projects and deferred capital replacement.
9. Decrease is due to reduction in preservation materials held.
10. Increase is due to higher database subscription prepayments.
11. Increase is principally due to the result of the valuation of the heritage collection in 2017.
12. Increase is due to the additional digitisation of collections and legal deposit of collections in digital format.
13. Decrease is due to a reduction in trade creditors which reflects better management of year end payments.
14. Increase is due to Enterprise Bargaining pay increases and higher leave balances.
15. Decrease is due to lower expected revenues, mainly for government research services, received in advance.

### Major variations between 2017-18 Budget and 2018-19 Budget include:

16. Increase is due to a higher opening cash balance offset by higher plant and equipment purchases.
17. Decrease is due to reduction in preservation materials held.
18. Increase is due to higher database subscription prepayments.
19. Increase is principally due to the result of the valuation of the heritage collection in 2017 as well as asset purchases planned for 2018-19.
20. Increase is due to the additional digitisation of collections and legal deposit of collections in digital format.
21. Decrease is due to a reduction in trade creditors.
22. Increase is due to Enterprise Bargaining pay increases and higher leave balances.
23. Decrease is due to lower expected revenues, mainly for government research services, received in advance.

### Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:

24. Decrease is principally due to an expected increase in capital purchases.
25. Increase is due to the additional digitisation of collections and legal deposit of collections in digital format.

## Cash flow statement

### Major variations between 2017-18 Budget and 2017-18 Estimated Actual include:

26. Increase is principally due to higher café and venue hire revenue than expected.
27. Increase is due to higher interest rates paid on funds invested.
28. Increase is due to an unexpected trade-in for some microfilm equipment in 2018.
29. Decrease is due to the deferral of some plant and equipment replacement.

### Major variations between 2017-18 Budget and 2018-19 Budget include:

30. Increase is due to higher interest rates paid on funds invested.
31. The increase is mainly due to funding for resource kits and community literacy projects as part of the First 5 Forever project.
32. Decrease is mainly due to the reallocation of grant funding from the First 5 Forever project to provide resource kits and community literacy projects.
33. Increase is principally due to an unexpected trade-in for some microfilm equipment in 2018.
34. Increase is due to cyclical increases in plant and equipment replacement.

### Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:

35. Decrease is due to a planned reduction in the sale of First 5 Forever kits to public libraries.
36. The increase is mainly due to the investment in development of resource kits and community literacy projects as part of the First 5 Forever project.
37. Decrease is mainly due to the reallocation of grant funding from the First 5 Forever project to provide resource kits and community literacy projects.
38. Decrease is due to an unexpected trade-in for some microfilm equipment in 2018.
39. Increase is due to cyclical increases in plant and equipment replacement.

# Shared service provider

## Corporate Administration Agency

### Overview

The Corporate Administration Agency (CAA) provides corporate services under service level agreements (SLAs) to Queensland public sector entities, principally statutory bodies.

CAA's vision is to meet customers' corporate services requirements through the provision of services in accordance with agreed SLAs and easy and convenient access to business applications. CAA's key objective is to assist customers in the achievement of business goals by providing value for money and effective services. CAA's operational planning focuses on engagement with customers to identify innovations to improve the delivery and cost of services.

Key strategic drivers for CAA include continued business innovation and improvement. This is achieved through effective customer engagement, strategic business alliances and partnerships that are supported by strong governance of business operations, products and services, and development of high performing specialist teams. The purchaser-provider relationship is assisted and developed beyond the SLAs through regular meetings of Heads of Corporate Services and provision and analysis of quarterly performance reports, user group forums, and an annual satisfaction survey of customers.

Services provided by CAA include:

- human resource management and consulting
- payroll and recruitment services
- financial management and transactional services
- information management services including information technology and business systems.

CAA operates in a dynamic market, as machinery-of-government arrangements have significant and recurring impacts on the resourcing model.

### Service summary

CAA will continue to focus on implementing business improvements, in particular providing self-service opportunities for CAA's staff and customers. Expansion of CAA's customer base will be enabled by the achievement of improved automation and efficiencies.

In 2018-19, CAA will:

- provide value for money and enhanced services to customers, with a continued focus on innovation and automation of business processes, and responsible fiscal and resource management
- develop staff capability to enhance customer engagement and satisfaction through targeted internal leadership development and customer service training
- deliver better access to data and information for customers through improved self-service and mobility facilities, tablets and the internet
- provide enhanced information through the implementation of data analytics and business intelligence across multiple customer data sources
- continue to increase the functional capacity of the integrated job recording and tracking system to improve customer experience and productivity of service delivery.

# Service performance

## Performance statement

### Corporate Administration Agency

#### Service area objective

To meet the Corporate Administration Agency's (CAA) customers' corporate services requirements through the provision of services in accordance with agreed service level agreements and easy and convenient access to business applications.

#### Service area description

CAA provides corporate services to Queensland public sector entities that are principally small to medium statutory bodies. CAA also provides ad hoc services to other government entities as requested. CAA charges customers on a full cost recovery basis with fees to the customers being based upon their relative usage of the resources used by the CAA to deliver the service.

| Corporate Administration Agency                                                                              | Notes | 2017-18<br>Target/Est. | 2017-18<br>Est. Actual | 2018-19<br>Target/Est. |
|--------------------------------------------------------------------------------------------------------------|-------|------------------------|------------------------|------------------------|
| <b>Service standards</b>                                                                                     |       |                        |                        |                        |
| <i>Effectiveness measures</i>                                                                                |       |                        |                        |                        |
| Customer satisfaction with CAA services                                                                      | 1     | 90%                    | 89%                    | 75%                    |
| Customers consider CAA services are value for money                                                          | 2     | 90%                    | 100%                   | 90%                    |
| <i>Efficiency measures</i>                                                                                   |       |                        |                        |                        |
| CAA operating surplus/(deficit)                                                                              | 3, 4  | Break even             | \$50,000               | Break even             |
| CAA annual unit pricing does not exceed the greater of consumer price index or public service award increase | 3, 5  | 75%                    | 67%                    | 75%                    |

Notes:

1. Overall customer satisfaction is obtained through the CAA annual customer experience survey. The survey includes questions relating to accessibility, quality and timeliness of service delivery as well as overall satisfaction with CAA's services. The 2018-19 target has been amended due to a change to the calculation methodology to align with the *Queensland Government Performance Management Framework Measuring Customer Experience Reference Guide* published by the Department of the Premier and Cabinet.
2. This service standard informs on the overall satisfaction on value for money derived from an annual customer experience survey undertaken by key stakeholders.
3. Results for this service standard indicate that CAA is managing its resources to provide economical pricing to customers.
4. The 2017-18 Estimated Actual variance of \$50,000 is due to CAA's increased customer base and a reduction in information technology maintenance costs as a result of moving to a CITEC managed infrastructure as a service solution.
5. The 2017-18 Estimated Actual of 67 per cent is reflective of pricing not exceeding the consumer price index or public service award. The Estimated Actual is below the 2017-18 target due to accommodation, utilities and vendor price increases being above the consumer price index and public service award.

## Staffing<sup>1</sup>

| Corporate Administration Agency | Notes | 2017-18<br>Budget | 2017-18<br>Est. actual | 2018-19<br>Budget |
|---------------------------------|-------|-------------------|------------------------|-------------------|
| Corporate Administration Agency |       | 77                | 76                     | 76                |

Note:

1. Full-time equivalents (FTEs) as at 30 June.

# Income statement

| Corporate Administration Agency      | Notes | 2017-18<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|--------------------------------------|-------|-----------------------------|--------------------------------|-----------------------------|
| <b>INCOME</b>                        |       |                             |                                |                             |
| User charges and fees                | 1,5   | 12,733                      | 12,651                         | 10,894                      |
| Grants and other contributions       |       | 81                          | 81                             | 81                          |
| Interest                             |       | ..                          | ..                             | ..                          |
| Other revenue                        |       | ..                          | ..                             | ..                          |
| Gains on sale/revaluation of assets  |       | ..                          | ..                             | ..                          |
| <b>Total income</b>                  |       | <b>12,814</b>               | <b>12,732</b>                  | <b>10,975</b>               |
| <b>EXPENSES</b>                      |       |                             |                                |                             |
| Employee expenses                    | 2,6   | 8,274                       | 8,192                          | 7,895                       |
| Supplies and services                | 3,7   | 4,279                       | 4,279                          | 2,845                       |
| Grants and subsidies                 |       | ..                          | ..                             | ..                          |
| Depreciation and amortisation        | 4,8   | 23                          | 23                             | ..                          |
| Finance/borrowing costs              |       | ..                          | ..                             | ..                          |
| Other expenses                       |       | 238                         | 238                            | 235                         |
| Losses on sale/revaluation of assets |       | ..                          | ..                             | ..                          |
| <b>Total expenses</b>                |       | <b>12,814</b>               | <b>12,732</b>                  | <b>10,975</b>               |
| <b>OPERATING SURPLUS/(DEFICIT)</b>   |       | <b>..</b>                   | <b>..</b>                      | <b>..</b>                   |

# Balance sheet

| Corporate Administration Agency              | Notes | 2017-18<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|----------------------------------------------|-------|-----------------------------|--------------------------------|-----------------------------|
| <b>CURRENT ASSETS</b>                        |       |                             |                                |                             |
| Cash assets                                  |       | 3,685                       | 4,028                          | 3,998                       |
| Receivables                                  | 9,11  | 1,604                       | 443                            | 473                         |
| Other financial assets                       |       | ..                          | ..                             | ..                          |
| Inventories                                  |       | ..                          | ..                             | ..                          |
| Other                                        | 15    | 954                         | 1,283                          | 805                         |
| Non-financial assets held for sale           |       | ..                          | ..                             | ..                          |
| <b>Total current assets</b>                  |       | <b>6,243</b>                | <b>5,754</b>                   | <b>5,276</b>                |
| <b>NON-CURRENT ASSETS</b>                    |       |                             |                                |                             |
| Receivables                                  |       | ..                          | ..                             | ..                          |
| Other financial assets                       |       | ..                          | ..                             | ..                          |
| Property, plant and equipment                | 12,16 | 24                          | 23                             | ..                          |
| Intangibles                                  |       | ..                          | ..                             | ..                          |
| Other                                        |       | ..                          | ..                             | ..                          |
| <b>Total non-current assets</b>              |       | <b>24</b>                   | <b>23</b>                      | <b>..</b>                   |
| <b>TOTAL ASSETS</b>                          |       | <b>6,267</b>                | <b>5,777</b>                   | <b>5,276</b>                |
| <b>CURRENT LIABILITIES</b>                   |       |                             |                                |                             |
| Payables                                     | 10,13 | 800                         | 421                            | 398                         |
| Accrued employee benefits                    |       | 280                         | 264                            | 264                         |
| Interest bearing liabilities and derivatives |       | ..                          | ..                             | ..                          |
| Provisions                                   |       | ..                          | ..                             | ..                          |
| Other                                        | 14,17 | 609                         | 635                            | 157                         |
| <b>Total current liabilities</b>             |       | <b>1,689</b>                | <b>1,320</b>                   | <b>819</b>                  |
| <b>NON-CURRENT LIABILITIES</b>               |       |                             |                                |                             |
| Payables                                     |       | ..                          | ..                             | ..                          |
| Accrued employee benefits                    |       | ..                          | ..                             | ..                          |
| Interest bearing liabilities and derivatives |       | ..                          | ..                             | ..                          |
| Provisions                                   |       | ..                          | ..                             | ..                          |
| Other                                        |       | ..                          | ..                             | ..                          |
| <b>Total non-current liabilities</b>         |       | <b>..</b>                   | <b>..</b>                      | <b>..</b>                   |
| <b>TOTAL LIABILITIES</b>                     |       | <b>1,689</b>                | <b>1,320</b>                   | <b>819</b>                  |
| <b>NET ASSETS/(LIABILITIES)</b>              |       | <b>4,578</b>                | <b>4,457</b>                   | <b>4,457</b>                |
| <b>EQUITY</b>                                |       |                             |                                |                             |
| <b>TOTAL EQUITY</b>                          |       | <b>4,578</b>                | <b>4,457</b>                   | <b>4,457</b>                |

# Cash flow statement

| Corporate Administration Agency                             | Notes    | 2017-18<br>Budget<br>\$'000 | 2017-18<br>Est. Act.<br>\$'000 | 2018-19<br>Budget<br>\$'000 |
|-------------------------------------------------------------|----------|-----------------------------|--------------------------------|-----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |          |                             |                                |                             |
| <b>Inflows:</b>                                             |          |                             |                                |                             |
| User charges and fees                                       | 18,19,22 | 13,967                      | 12,463                         | 10,172                      |
| Grants and other contributions                              |          | 81                          | 81                             | 81                          |
| Interest received                                           |          | ..                          | ..                             | ..                          |
| Other                                                       |          | (711)                       | 711                            | 724                         |
| <b>Outflows:</b>                                            |          |                             |                                |                             |
| Employee costs                                              | 20,23    | (8,274)                     | (8,192)                        | (7,895)                     |
| Supplies and services                                       | 21,24    | (4,737)                     | (4,737)                        | (2,877)                     |
| Grants and subsidies                                        |          | ..                          | ..                             | ..                          |
| Borrowing costs                                             |          | ..                          | ..                             | ..                          |
| Other                                                       |          | (238)                       | (238)                          | (235)                       |
| <b>Net cash provided by or used in operating activities</b> |          | <b>88</b>                   | <b>88</b>                      | <b>(30)</b>                 |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                 |          |                             |                                |                             |
| <b>Inflows:</b>                                             |          |                             |                                |                             |
| Sales of non-financial assets                               |          | ..                          | ..                             | ..                          |
| Investments redeemed                                        |          | ..                          | ..                             | ..                          |
| Loans and advances redeemed                                 |          | ..                          | ..                             | ..                          |
| <b>Outflows:</b>                                            |          |                             |                                |                             |
| Payments for non-financial assets                           |          | ..                          | ..                             | ..                          |
| Payments for investments                                    |          | ..                          | ..                             | ..                          |
| Loans and advances made                                     |          | ..                          | ..                             | ..                          |
| <b>Net cash provided by or used in investing activities</b> |          | <b>..</b>                   | <b>..</b>                      | <b>..</b>                   |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                 |          |                             |                                |                             |
| <b>Inflows:</b>                                             |          |                             |                                |                             |
| Borrowings                                                  |          | ..                          | ..                             | ..                          |
| Equity injections                                           |          | ..                          | ..                             | ..                          |
| <b>Outflows:</b>                                            |          |                             |                                |                             |
| Borrowing redemptions                                       |          | ..                          | ..                             | ..                          |
| Finance lease payments                                      |          | ..                          | ..                             | ..                          |
| Equity withdrawals                                          |          | ..                          | ..                             | ..                          |
| <b>Net cash provided by or used in financing activities</b> |          | <b>..</b>                   | <b>..</b>                      | <b>..</b>                   |
| <b>Net increase/(decrease) in cash held</b>                 |          | <b>88</b>                   | <b>88</b>                      | <b>(30)</b>                 |
| <b>Cash at the beginning of financial year</b>              |          | <b>3,597</b>                | <b>3,940</b>                   | <b>4,028</b>                |
| Cash transfers from restructure                             |          | ..                          | ..                             | ..                          |
| <b>Cash at the end of financial year</b>                    |          | <b>3,685</b>                | <b>4,028</b>                   | <b>3,998</b>                |

# Explanation of variances in the financial statements

## Income statement

### Major variations between 2017-18 Budget and 2018-19 Budget include:

1. A decrease in user charges and fees due to an expected reduction in service provision, fees for software as a service and contract management.
2. A decrease in employee expenses due to an expected reduction in service provision equating to 3 temporary FTEs that were previously budgeted for in 2017/18.
3. A decrease in supplies and services attributable to an expected reduction in software as a service costs.
4. A decrease in depreciation as no assets will be held with the implementation of infrastructure as a service arrangements.

### Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:

5. A decrease in user charges and fees due to an expected reduction in service provision, fees for software as a service and contract management.
6. A decrease in employee expenses due to an expected reduction in service provision equating to 3 temporary FTEs that were previously budgeted for in 2017/18.
7. A decrease in supplies and services attributable to an expected reduction in software as a service costs.
8. A decrease in depreciation as no assets will be held with the implementation of infrastructure as a service arrangements.

## Balance sheet

### Major variations between 2017-18 Budget and 2017-18 Estimated Actual include:

9. A decrease in receivables due to improved management of customer accounts.
10. A decrease in payables due to a revised estimate of creditor balances at the end of financial year.

### Major variations between 2017-18 Budget and 2018-19 Budget include:

11. A decrease in receivables due to improved management of customer accounts.
12. A decrease in plant and equipment as no assets will be held with the implementation of infrastructure as a service arrangements.
13. A decrease in payables due to a revised estimate of creditor balances at the end of financial year.
14. A decrease in other current liabilities due to a reduction in unearned revenue associated with revenue for software as a service.

### Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:

15. A decrease in other current assets is due to a reduction in prepaid expenditure associated with payments for software as a service.
16. A decrease in plant and equipment as no assets will be held with the implementation of infrastructure as a service arrangements.
17. A decrease in other current liabilities due to a reduction in unearned revenue associated with revenue for software as a service.

## Cash flow statement

### Major variations between 2017-18 Budget and 2017-18 Estimated Actual include:

18. A decrease in user charges and fees due to reduced service provision, fees for software as a service and contract management.

**Major variations between 2017-18 Budget and 2018-19 Budget include:**

19. A decrease in user charges and fees due to an expected reduction in service provision, fees for software as a service and contract management.
20. A decrease in employee expenses due to an expected reduction in service provision equating to 3 temporary FTEs that were previously budgeted for in 2017/18.
21. A decrease in supplies and services attributable to an expected reduction in software as a service costs.

**Major variations between 2017-18 Estimated Actual and the 2018-19 Budget include:**

22. A decrease in user charges and fees due to an expected reduction in service provision, fees for software as a service and contract management.
23. A decrease in employee expenses due to an expected reduction in service provision equating to 3 temporary FTEs that were previously budgeted for in 2017/18.
24. A decrease in supplies and services attributable to an expected reduction in software as a service costs.

# Glossary of terms

|                            |                                                                                                                                                                                                                                                                                                                    |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Accrual accounting</b>  | Recognition of economic events and other financial transactions involving revenue, expenses, assets, liabilities and equity as they occur and reporting in financial statements in the period to which they relate, rather than when a flow of cash occurs.                                                        |
| <b>Administered items</b>  | Assets, liabilities, revenues and expenses an entity administers, without discretion, on behalf of the Government.                                                                                                                                                                                                 |
| <b>Agency/entity</b>       | Used generically to refer to the various organisational units within Government that deliver services or otherwise service Government objectives. The term can include departments, commercialised business units, statutory bodies or other organisations established by Executive decision.                      |
| <b>Appropriation</b>       | Funds issued by the Treasurer, under Parliamentary authority, to agencies during a financial year for: <ul style="list-style-type: none"> <li>• delivery of agreed services</li> <li>• administered items</li> <li>• adjustment of the Government's equity in agencies, including acquiring of capital.</li> </ul> |
| <b>Balance sheet</b>       | A financial statement that reports the assets, liabilities and equity of an entity as at a particular date.                                                                                                                                                                                                        |
| <b>Capital</b>             | A term used to refer to an entity's stock of assets and the capital grants it makes to other agencies. Assets include property, plant and equipment, intangible items and inventories that an entity owns/controls and uses in the delivery of services.                                                           |
| <b>Cash Flow Statement</b> | A financial statement reporting the cash inflows and outflows for an entity's operating, investing and financing activities in a particular period.                                                                                                                                                                |
| <b>Controlled items</b>    | Assets, liabilities, revenues and expenses that are controlled by departments. These relate directly to the departmental operational objectives and arise at the discretion and direction of that department.                                                                                                      |
| <b>Depreciation</b>        | The periodic allocation of the cost of physical assets, representing the amount of the asset consumed during a specified time.                                                                                                                                                                                     |
| <b>Equity</b>              | Equity is the residual interest in the assets of the entity after deduction of its liabilities. It usually comprises the entity's accumulated surpluses/losses, capital injections and any reserves.                                                                                                               |
| <b>Equity injection</b>    | An increase in the investment of the Government in a public sector agency.                                                                                                                                                                                                                                         |

|                             |                                                                                                                                                                                                                                                |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Financial statements</b> | Collective description of the Income Statement, the Balance Sheet and the Cash Flow Statement for an entity's controlled and administered activities.                                                                                          |
| <b>Income statement</b>     | A financial statement highlighting the accounting surplus or deficit of an entity. It provides an indication of whether the entity has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation. |
| <b>Outcomes</b>             | Whole-of-government outcomes are intended to cover all dimensions of community wellbeing. They express the current needs and future aspirations of communities, within a social, economic and environment context.                             |
| <b>Own-source revenue</b>   | Revenue that is generated by an agency, generally through the sale of goods and services, but it may also include some Commonwealth funding.                                                                                                   |
| <b>Priorities</b>           | Key policy areas that will be the focus of Government activity.                                                                                                                                                                                |
| <b>Services</b>             | The actions or activities (including policy development) of an agency which contribute to the achievement of the agency's objectives.                                                                                                          |
| <b>Service area</b>         | Related services grouped into a high level service area for communicating the broad types of services delivered by an agency.                                                                                                                  |
| <b>Service standard</b>     | Define a level of performance that is expected to be achieved appropriate for the service area or service. Service standards are measures of efficiency or effectiveness.                                                                      |

Published on DES Disclosure Log  
RTI Act 2009

Published on DES Disclosure Log  
RTI Act 2009



Queensland Budget 2018–19

**Service Delivery Statements**

[budget.qld.gov.au](http://budget.qld.gov.au)

File A