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LETTER OF COMPLIANCE

19 September 2018

The Honourable Dr Anthony Lynham MP
Minister for Natural Resources, Mines and Energy
PO Box 15216
City East Qld 4002

Dear Minister Lynham

I am pleased to submit for presentation to the Parliament the Annual report 2017–2018 and financial statements for the Department of Natural Resources, Mines and Energy.

The Queensland Government established the Department of Natural Resources, Mines and Energy on 12 December 2017 through machinery-of-government changes under the Public Service Act 2008. Following these changes, the former Department of Natural Resources and Mines was renamed as the Department of Natural Resources, Mines and Energy and gained all functions of the former Department of Energy and Water Supply.

This report is prepared on the basis of the current administrative arrangements for this agency applying for the whole of the 2017–18 financial year. That is, it reflects the structure, operations and performance of the agency as it now exists.

I certify that this annual report complies with:

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

A checklist outlining the annual reporting requirements can be found on page 123 of this annual report.

Yours sincerely

James Purtill
Director-General
Department of Natural Resources, Mines and Energy
Machinery-of-government changes

The Queensland Government established the Department of Natural Resources, Mines and Energy on 12 December 2017 through machinery-of-government changes under the Public Service Act 2008.

Following these changes, the former Department of Natural Resources and Mines (DNRM) was renamed the Department of Natural Resources, Mines and Energy (DNRME) and gained all functions of the former Department of Energy and Water Supply (DEWS).

This report is prepared on the basis of the current administrative arrangements for this agency applying for the whole of the 2017–18 financial year. That is, it reflects the structure, operations and performance of the agency as it now exists.

Related annual reports

The non-financial performance information and financial statements for the incoming energy and water supply functions can be located in the Department of Energy and Water Supply final report 2017. The period of reporting is from 1 July to 12 December 2017.

Who we are

Our vision is the responsible use of our natural resources—water, land, minerals and energy—to sustainably generate prosperity for current and future generations of Queenslanders.

Our strategic objectives are:

• sustainable management of Queensland's land and water resources
• responsible use of our minerals and energy resources
• accurate, timely knowledge of our property and spatial information resources
• great services, great place to work.

Queensland has a rich endowment of natural resources. The department's performance as a manager of land, water, minerals and energy resources is critical to the state's prosperity.

The department's use of broad consultation, collaboration, evidence-based decision-making and compliance monitoring helps to ensure resource access policies have the support of the community, our customers and our stakeholders.
Operating environment

The department’s work is subject to changes in the external environment, which brings new challenges. Changing expectations about the protection and allocation of our natural resources are leading to conflicting aspirations in the community and decision-making challenges in the department.

Strategic risks and opportunities

The department manages challenges and leverages opportunities by being risk-aware, not risk-averse.

Our key strategic challenges include:
• failure of mission critical information and communications technology systems
• ineffective management of significant business change
• loss of staff capability in key areas
• failure of major programs to deliver anticipated benefits
• ineffective policy design
• failure to effectively regulate industry
• inadequate safety systems for our people
• failure to deliver responsive and integrated services
• ineffective contract management.

The department also leverages opportunities to:
• ensure the sustainable management of our land and water resources
• deliver the essential minerals we need for technology and a low emissions future
• increase the Queensland community’s access to quality data
• remain a major contributor to the prosperity of the state.

Government’s objectives for the community

The department contributes to the Queensland Government’s objectives for the community by:
• creating jobs and a diverse economy by stimulating economic growth through the responsible use of our natural resources—water, land, minerals and energy
• protecting the environment by ensuring sustainable management of our natural resources, supporting responsible development and protecting the Great Barrier Reef
• building safe, caring and connected communities by supporting regional development and securing tenure (i.e. property rights) forQueenslanders
• delivering quality frontline services by providing responsive and integrated services.
OUR PERFORMANCE

In 2017–18, DNRME continued to work toward achieving the Queensland Government’s objectives for the community.

This section highlights the department’s achievements against the relevant objectives outlined in the 2017–21 strategic plan of the former DNRM.

Following the establishment of DNRME on 12 December 2017, the work programs to achieve the former DNRM strategic objectives were expanded to include the former DEWS functions. Key performance stories (including whole-of-government initiatives and plans) reported in this section are aligned to the relevant strategic objective.

Our objectives and performance indicators

Strategic objective 1: Sustainable management of Queensland’s land and water resources

Vegetation management reforms (whole-of-government initiative)

The Vegetation Management and Other Legislation Amendment Act 2018 was passed in Parliament on 3 May 2018. The reforms reinstated a responsible vegetation management framework that ceased broadscale clearing of remnant vegetation, and restored the pre-2013 mapping of high-value regrowth to protect approximately 630,000 hectares of freehold and Indigenous land.

The definition of high-value regrowth was amended in the legislation to apply to vegetation that has not been cleared for at least 15 years (rather than vegetation that had not been cleared since the beginning of 1990). This reform protected an extra 450,000 hectares of native vegetation.

The Act gave compliance officers more powers and boosted monitoring to support landholders in meeting their obligations. There were also significant reforms introduced for statutory codes, based on independent scientific advice provided by the Queensland Herbarium and CSIRO. For example, given the risks associated with the thinning of native vegetation, landholders now require a development approval to manage thickened vegetation.

Further reforms included better mapping to protect endangered, vulnerable and near-threatened species through essential habitat mapping, and legislative amendments that will protect habitat for near-threatened species. The reforms also included reinstatement of a permit to clear native vegetation in a watercourse, and extension of riparian regrowth vegetation protection in all Great Barrier Reef catchments.

During the reform process, the State Development, Natural Resources and Agricultural Industry Development...
Parliamentary Committee held nine public hearings and examined over 13,000 submissions. The department assisted with submission responses to help the committee complete their final report for deliberation in Parliament.

Since the introduction of the vegetation management reforms, the department has focused on delivering a comprehensive education campaign, stakeholder engagement and high quality customer services to help landholders understand the changes. This includes the establishment of a vegetation management hotline, to provide landholders with information and advice regarding the new laws.

After successfully piloting the hotline in Brisbane, the vegetation management hotline (or ‘Veg Hub’) commenced in Charleville on 29 January 2018. Technical vegetation management enquiries are now answered by hotline officers immediately, allowing landholders to quickly and effectively receive information. Today, 99 per cent of vegetation management enquiries are answered by Veg Hub, allowing regional staff to undertake other vegetation management tasks.

Natural Resource Management officers from across the state contribute to the success of the hotline by providing support to primary hotline officers and responding to enquiries.

Since the hotline commenced, Veg Hub has received almost 4000 calls and over 160 email enquiries. While the vegetation management legislation navigated its way through Parliament, the hotline peaked at one call every three minutes.

Hotline staff also provide landholder advice through social media channels and stakeholder workshops. Veg Hub and its strong support network have successfully created a culture of excellence in customer service.

**Indigenous Land Use Agreement Register**

The department’s Land and Native Title Services team completed an audit of all Indigenous land use agreements that the state is a party to since commencement of the *Native Title Act 1993*. Following the audit, the State Indigenous Land Use Agreement Register was developed.

This comprehensive database is a first for Queensland and currently records 239 registered agreements. Prior to the creation of the register, no central recordkeeping occurred to track agreed actions or outcomes from state agreements.

One of the key deliverables of the register was the development of implementation plans for agreement actions. This allows the state to not only closely monitor and meet its commitments, but provide prescribed body corporates (that are also party to such agreements) the assurance that their expectations will be met by the state.

Information on the agreed actions has also been made available to other state government agencies who are party to agreements. This is an important part of the overall status of an agreement, as often multiple agencies have responsibilities that interact or, in some cases, rely on an action to be complete before another can commence.

The register will continue to be used to identify and monitor associated commitments to create a greater understanding of actions taken by the state to satisfy responsibilities in line with the *Native Title Act 1993*.

**Great Barrier Reef protection programs (whole-of-government initiative)**

The department managed approximately $14.4 million of state funds to deliver natural resource management programs during the 2017–18 financial year. This included funding for projects designed to improve Great Barrier Reef water quality outcomes, such as delivery of water quality monitoring and modelling projects, and additional investment in strategic, regionally based reef-related projects.

Six regional natural resource management bodies—Burnett Mary Regional Group, Fitzroy Basin Association, Reef Catchments, North Queensland Dry Tropics, Cape York Natural Resource Management and Terrain—delivered projects to support the *Reef 2050 long-term sustainability plan* (Reef 2050 Plan), including the Paddock to Reef Program.

The amendments to the *Vegetation Management Act 1999 and the Water Act 2000* (which commenced on 9 May 2018) will strengthen Queensland’s vegetation management laws, as well as support commitments under the Reef 2050 Plan and reduce carbon emissions. These amendments will specifically protect waterways leading into the Great Barrier Reef by:

- protecting regrowth vegetation along waterways in all reef catchments
- regulating the removal of vegetation in a watercourse under a riverine protection permit
Department of Natural Resources, Mines and Energy

• updating the accepted development vegetation clearing codes dealing with fodder and category C (high-value regrowth) and R (regrowth watercourse) areas
• requiring a development approval for clearing to manage thickened vegetation
• reinstating the requirement in the Water Act 2000 to obtain a riverine protection permit for the destruction of vegetation in watercourse, lake or spring.

Murray–Darling Basin programs (whole-of-government initiative)

The Queensland Government committed to implementing the federal Basin Plan 2012, including having accredited water resource plans in place by 30 June 2019. Queensland remains the only Murray–Darling Basin state to have an accredited water resource plan in place (the Warrego-Paroo-Nebine water resource plan was accredited by the federal government in 2016).

The draft water plans and supporting documents for the remaining Queensland Murray–Darling Basin catchments (including Condamine and Balonne, and Border Rivers and Moonie) were released in April 2018 for public comment. Queensland remains on track to deliver these plans for accreditation in early 2019.

The Healthy HeadWaters Water Use Efficiency Project, delivered by Queensland on behalf of the Australian Government, helps communities deal with climate change and reduced water availability. More than 75 on-farm infrastructure projects will achieve an estimated 41 gigalitres of water savings per year, of which 25 gigalitres per year is being transferred to the Australian Government for the environment. Water savings are realised by improvements to irrigation storage, delivery and in-field application methods. All individual projects and Healthy HeadWaters will conclude in the coming financial year.

The Great Artesian Basin Sustainability Initiative—Phase 4 2017/18 has improved the condition of the basin water resource, repairing uncontrolled artesian bores and replacing inefficient open bore drains with pipe. Under a shared funding agreement between the Queensland and Australian governments, the final three of 32 projects were completed. Phase 4 piped over 270 kilometres of open bore drain and saves an estimated 5200 megalitres per year. A final report was submitted to the Australian Government in April 2018.

Interim Great Artesian Basin Infrastructure Investment Program (whole-of-government initiative)

The Queensland Government has committed up to $4 million of new funding to the Interim Great Artesian Basin Infrastructure Investment Program to reduce water loss across the Great Artesian Basin. This was in response to the Australian Government’s announcement of $8 million to continue water infrastructure projects in the Great Artesian Basin for two years to 30 June 2019.

In early February 2018, the Honourable Dr Anthony Lynham MP, Minister for Natural Resources, Mines and Energy, signed the new project agreement, confirming the state’s involvement in the program.

The program provides funding to repair uncontrolled bores and replace bore drains with pipeline reticulation systems in the Great Artesian Basin. This program builds on 18 years of the iconic Great Artesian Basin Sustainability Initiative, a whole-of-basin partnership program between the federal government, state governments and landholders, which addressed declining pressure in the Great Artesian Basin. The program will enable a seamless transition to a new, long-term funding model that encourages greater private investment in water infrastructure.

Eligible landholders were invited by the department to participate in the new program between late February and 30 April 2018. The department received, and by 30 June 2018 had vetted and ranked, 77 funding applications. In July 2019, the department will recommend a list of high priority projects to the federal government for funding approval.

Rural Water Management Program (whole-of-government initiative)

In August 2017, the Honourable Dr Anthony Lynham MP (then Minister for State Development and Minister for Natural Resources and Mines) appointed an independent panel to undertake a statewide audit of Queensland non-urban water measurement and compliance.

This independent audit made eight key recommendations for priority actions, including measurement and monitoring, information systems, governance, transparency, compliance and regulatory frameworks, and compliance culture. The findings are consistent with the Murray–Darling Basin Compliance Review completed in November 2017.
The Queensland Government accepted, or accepted in principle, all of the findings and recommendation of the independent audit.

The government has approved the Rural Water Management Program to deliver the Queensland Government responses to the findings of the audit and our commitments to the Murray–Darling Basin Compliance Compact. The program will deliver:

- transparent water information
- strengthened metering
- appropriate regulatory frameworks
- robust compliance that builds community confidence.

The department has commenced delivery of the program, which includes proposed regulatory amendments to compliance provisions, on-ground delivery for metering, and investment in water information systems for Queensland Government consideration during 2018 and 2019.

**Water planning in Queensland (whole-of-government initiative)**

Our water resources are essential for the economic, physical and social wellbeing of our communities. To ensure these resources are developed and managed sustainably, along with the health of the ecosystems, catchment water plans are legislated under the *Water Act 2000*. The recent release of the draft Cape York water plan completes the planning framework that covers 99 per cent of Queensland.


The draft plan proposes strong levels of protection for environmental flows, aiming to maintain natural flow patterns, protect environmental values and deliver Great Barrier Reef outcomes. The total volume of water able to be used is capped at 2.5 per cent of the median annual flow for Cape York catchments. This is a precautionary approach to ensure significant cultural and environmental values are protected.

The draft water plan proposes to grant unallocated water to Aboriginal peoples and Torres Strait Islanders to provide real decision-making and economic opportunities consistent with the objectives of the *Cape York Peninsula Heritage Act 2007*. Tradeable water allocations are proposed in the Endeavour catchment and opportunities for relocatable water licences in other catchments will be provided.

Extensive community engagement was undertaken during development of the draft water plan to gather local knowledge of the water-related values and issues of importance to all communities in the plan area.

**Rookwood Weir (whole-of-government initiative)**

In late January 2018, the Honourable Anthony Lynham MP, Minister for Natural Resources, Mines and Energy, provided the detailed business case for the Rookwood Weir proposal to the federal Minister for Agriculture and Water Resources, and a public version of the business case was released by Building Queensland.

The Queensland and Australian governments have committed to jointly fund the construction of Rookwood Weir, with each government contributing $176 million towards the project.

SunWater has been appointed as the proponent to construct the weir and is progressing planning, design and early works on the project. At the request of the Premier and Prime Minister, senior officials from both levels of government have been considering partnership models to deliver and operate Rookwood Weir—these discussions are ongoing.

Once constructed, Rookwood Weir will provide up to 76 000 megalitres of water to the Capricorn Coast and Gladstone regions. This includes 30 000 megalitres of water for urban and industrial customers in Gladstone, 4000 megalitres for Livingstone Shire Council and 42 000 megalitres for agricultural customers. This will provide long-term economic development opportunities for the region and improve its water security.

**National Water Infrastructure Development Fund (whole-of-government initiative)**

Queensland is a signatory to part 1 of the national project agreement and part 2 of the national partnership agreement for the Australian Government’s National Water Infrastructure Development Fund. The department is facilitating 15 feasibility studies, including provision of federal funding to project proponents.
The department, on behalf of the Queensland Government, submitted seven applications for the capital component of the fund. Two of these applications were successful, securing a total of $14.6 million in grant funding.

**Wet tropic water auction**

The first ever wet tropic water auction, held on 14 March 2018, was a great success for the department, with 950 megalitres of unallocated water auctioned to six bidders at an average price of $652 per megalitre. The release of the water has provided an economic boost for local businesses, with bidders quickly meeting the reserve price. It was the first time a water auction was used to sell water directly for a statutory water plan.

The success of the auction was due to good planning and market research, underpinned by our sound understanding of the local hydrological cycle. This ensured that an additional volume of water allocations would be sustainable and consistent with the local water plan and the Water Act 2000.

Water auctions are ideal to manage high demands efficiently while maintaining the framework for sustainable resource management. The success of this project was due to collaboration between lands service staff, operations support, in-house legal and external lawyers to develop an eligibility test, a terms of sale contract and auction rules. The auction demonstrated the value of local water entitlements and the success of this initiative.

**Queensland bulk water opportunities statement (whole-of-government initiative)**

The Queensland bulk water opportunities statement, released in July 2017, outlines the future water security strategy for the state.

As part of the State Infrastructure Plan, the statement outlines objectives for bulk water supply and principles to guide investment. It also:

- describes the circumstances that could trigger state government involvement in bulk water supply proposals, including the associated objectives and principles for state government investment in water projects
- outlines initiatives being undertaken to improve the use of available water in Queensland.

In addition, the statement identifies key issues relevant to how new water projects are assessed (including economic benefits) and outlines important context and considerations (including budget constraints and the need to protect the Great Barrier Reef).

An interactive ‘story map’ published on Queensland Globe provides a graphical representation of existing water availability within bulk water supply infrastructure. This complements the comprehensive information about water entitlements and water availability across Queensland included in the statement.

The statement will be updated periodically to reflect changing water security priorities, the progress of initiatives, new knowledge and community feedback.

Queensland’s bulk water entities will spend approximately $1.5 billion before 2027 on dam safety upgrades. The department will continue to help local governments plan for urban water security in communities across Queensland.
Strategic objective 2: Responsible use of our minerals and energy resources

Queensland Exploration Program (whole-of-government initiative)

The Queensland Exploration Program for 2018 was announced in June and builds on the success of previous exploration programs. The program helps resource companies plan their exploration programs and gives landholders advance notice of potential activity in their areas.

The 2018 program will provide a release schedule for exploration opportunities for coal and petroleum and gas over the next 18 months. This will include 29 areas for petroleum and gas exploration across seven geological basins to support both domestic gas supply and the gas export industry. Some areas will be released subject to an Australian market supply condition to ensure any gas produced from those areas will be supplied exclusively to the domestic market. There will also be 10 areas released for coal exploration in the Bowen and Eromanga basins.

All areas included in the program are in response to expressions of interest received from industry. Areas will be released through regular competitive tender processes and assessed against published criteria to ensure a fair and transparent process for the award of exploration authorities.

As part of program implementation, departmental officers around the state conduct engagement activities—providing important communication about the competitive tender process and the rights and obligations of stakeholders and explorers. The information provided through this engagement enables directly affected stakeholders to be better prepared for participation in future exploration processes and negotiations.

During 2017–18, program highlights included:
- awarding the first domestic gas supply release to Senex in September 2017
- awarding the second domestic gas supply release to Armour Energy and Central Petroleum in March 2018
- opening a petroleum and gas tender comprising 10 areas in the Adavale, Bowen, Eromanga and Surat basins in March 2018 (this tender includes three areas subject to a ‘domestic supply only’ condition)
- opening a minerals tender for exploration in the North West Minerals Province in March 2018
- opening a coal tender for six areas in the Bowen, Galilee and Surat basins in May 2018
- announcing the program to an international audience of resource investors at the Energy Mines and Money Conference in Brisbane on 20 June 2018.

Abandoned Mine Lands Program

The department delivers the Abandoned Mine Lands program to re-commercialise, repurpose and remediate legacy and terminated mine sites across Queensland.

Achievements of the 2017–18 program include:
- facilitating the re-commercialisation of the disclaimed Texas silver mine through transfer of the site to MRV Metals in October 2017
- ongoing decommissioning and clean-up of the former Linc Energy site.

Other positive outcomes include:
- removal of 40,000 tonnes of contaminated mineral sands from a former processing site at Rainbow Beach, returning over $1 million to the state
- ongoing water treatment and management at the Mount Morgan mine site, reducing the pit water level by 3.4 metres since January 2013
- earthworks and installation of a solar-powered pump at the disclaimed Mount Chalmers mine to control contaminated water ahead of further works in 2018–19
- spillway upgrade and drainage improvements as the first of a two-stage remediation of the Target Gully tailings dam in the historic mining community of Irvinebank
- developing a remediation plan in consultation with Traditional Owners and other stakeholders for the disclaimed Collingwood tin mine west of Cooktown
- remediation of 62 legacy mining shafts and associated features in the historic mining communities of Charters Towers and Gympie.
The department also developed a new database to better inform planning and assessment for larger legacy and terminated mines, as part of a re-evaluation of priority sites to direct future works under an enhanced Abandoned Mines Land Program.

**Northwest Minerals Province Geoscience Program**

A four-year integrated program of geoscience works is underway in the Northwest Minerals Province. Key projects within this program include:

- a geochemistry toolkit to help industry explorers
- an advanced data analytics and machine learning trial focusing on the application of big data techniques on existing datasets to support discovery
- a data compilation project to compile, distil and communicate the learnings from the research undertaken by a number of institutions over the past 25 years
- a study into the sources of minerals to help identify enriched regions within the province, being led by the Economic Geology Research unit.

**Geoscience knowledge in frontier basins**

Through our Geological Survey of Queensland unit, the department improved geoscience knowledge of frontier petroleum basins in north-west Queensland. Together with Geoscience Australia, we completed two major programs.

One program included the acquisition of seismic data over the South Nicholson Basin, which helped expand the mapped area of the basin threefold. In addition to this, we completed a model to more accurately define the depth and extent of frontier basins in north-west Queensland.

**Miners memorial monument**

The Honourable Dr Anthony Lynham MP, then Minister for State Development and Minister for Natural Resources and Mines, unveiled the State Miners Memorial Monument at Redbank, Ipswich, during the state’s annual Miners Memorial Day Service on 19 September 2017.

The open air sandstone monument is dedicated to the memory of miners who lost their lives in fatal incidents and disasters at Queensland’s coal and mineral mines and quarries.

The monument was developed with the support of the local community and Traditional Owners of the land, to create a public space where family, friends and workers in the industry can visit to remember these miners and the lessons learnt from their passing. The Queensland Government also worked closely with local government, industry and unions to create the monument.

The permanent memorial monument will be used on a rotational basis with regional mining historical locations for significant mining anniversaries and the state Miners Memorial Day Service. The memorial service is held annually on the anniversary of the Mount Mulligan mining disaster, in which 75 miners were tragically killed on 19 September 1921.

Renowned Queensland artist, Scott Maxwell, designed the monument, incorporating individual plaques for our fallen miners with his interpretive artwork, signifying the history of mining in Queensland.

The monument is a poignant reminder of the workplace hazards at mines and quarries—and that the safety of workers is paramount.

**Coal workers’ pneumoconiosis (whole-of-government initiative)**

Coal workers’ pneumoconiosis (CWP) is one category of mine dust lung diseases caused by long-term exposure to respirable (fine, breathable) mine dust. The confirmation of several cases of CWP, following an absence of cases for a number of decades, initiated a review by the Queensland Government. The independent review was undertaken by Monash University in collaboration with the University of Illinois at Chicago. This became known as the Monash Review, which made 18 recommendations to government. The department delivered 15 of the recommendations by the end of the financial year (the remaining three recommendations were delivered in July 2018).

In 2017–18, several key recommendations were delivered, including:

- a register of approved medical providers
- the United States National Institute for Occupational Safety and Health B Reader training course in Brisbane
• a doctor training program delivered by the University of Illinois at Chicago
• an online information portal for workers
• transition to electronic records management
• revised spirometry standards by the Thoracic Society of Australia and New Zealand and new standards for chest X-ray imaging.

The department also worked closely with the Office of Industrial Relations to accurately report on the incidence of mine dust lung diseases across the coal, mineral and quarrying industries. As at 30 June 2018, 26 new cases of the disease were confirmed, taking the total of known cases to 72 since 1984 (when Dr Rathus and Dr Abrahams completed the last comprehensive survey of the coal mining workforce).

During the last two years, the department has sent 29,000 chest X-rays to the United States for assessment through the University of Illinois at Chicago. This represents a significant proportion of Queensland’s 34,000 coal mine workers. This was an interim solution until an Australian based service was established.

Lungscreen Australia was engaged by the department to deliver independent dual-reading of coal mine worker chest X-rays. The transition to Lungscreen has commenced with images reported to the International Labour Organization International Classification of Radiographs for Pneumoconiosis, which provides a rigorous process for reporting abnormalities in chest X-rays that may indicate disease.

Lungscreen’s radiologists have achieved B Reader accreditation from the United States National Institute for Occupational Safety and Health, the same qualification as readers from the University of Illinois at Chicago.

As recommended by Monash University, another review will be commissioned in 2019 to ensure the Coal Mine Workers’ Health Scheme continues to perform according to best practice and that stakeholder confidence is maintained.

In addition to the Monash Review, the parliamentary CWP Select Committee made 68 recommendations relating to the re-identification of CWP in Queensland, many focused on structural change to the regulator. An independent Project Management Office was established, which consulted with stakeholders and advised the Minister for Natural Resources, Mines and Energy on options for the regulator and its funding. Of the 68 committee recommendations, 61 were actioned, with the remainder to be progressed in 2018–19.

**Powering Queensland plan (whole-of-government initiative)**

On 5 June 2017, the Queensland Government released the $1.16 billion **Powering Queensland plan**. The plan outlined the government’s strategy to stabilise electricity costs, deliver jobs and investment, and lead the transition to a clean energy sector. The department has continued to implement the plan, with particular progress made against the following actions:

• providing electricity price relief by covering the cost of the Solar Bonus Scheme between 2017–18 and 2019–20
• returning Swanbank E gas-fired power station to service to support more stable wholesale prices and ensure security of supply
• investigating the restructure of government-owned corporation generators and establish a ‘CleanCo’
• delivering a $386 million **Powering North Queensland plan** to strengthen and diversify the north’s energy supply and create a North Queensland clean energy hub, including:
  – $150 million to develop strategic transmission infrastructure in north and north-west Queensland, subject to a feasibility study
  – a $100 million equity injection into SunWater (and reinvestment of dividends) for improvement works at the Burdekin Falls Dam
  – a business case for funding a hydro facility at the Burdekin Falls Dam
  – commissioning a hydro-electric study to assess options for deploying hydro in the state
  – confirming the Queensland Government’s commitment to a 50 per cent renewable energy target by 2030
– holding a reverse auction for up to 400 megawatts of renewable energy
– improving large-scale renewable project facilitation, planning and network connections
– establishing the Queensland Energy Security Taskforce, with an immediate focus on developing a summer preparedness plan for 2017–18, and providing advice to the Queensland Government on short-term and long-term plans for maintaining system security and reliability in the state
– advocating for stable, integrated national climate and energy policies.

Affordable Energy Plan (whole-of-government initiative)

In October 2017, the Queensland Government announced a $2 billion Affordable Energy Plan to help households and businesses achieve savings on their electricity bills. The department has been implementing this commitment. As part of the plan, dividends from publicly owned electricity assets are being used to fund:

• a $50 per year electricity rebate to all Queensland households in 2017–18 and in 2018–19
• a rebate program providing up to $300 to help households buy an energy-efficient fridge, washing machine or air conditioner
• the new Easy Pay Reward—a $75 payment for regional households and a $120 payment for small businesses that move to direct debit and monthly eBilling
• an expansion of the Energy Savvy Families Program supporting low-income regional families with a digital meter, monthly billing and energy efficiency information
• a regional Business Energy Savers Program, which will benefit agricultural customers and large businesses by expanding existing energy audit programs and provide funding for energy-efficiency upgrades
• a program for interest-free loans and grants to help Queenslanders with the upfront cost of installing solar PV and battery systems
• a trial to assist landlords and tenants to share the cost of installing solar systems.

Million solar rooftops

A number of renewable initiatives are progressing under the government’s 2020 target of one million solar rooftops or 3000 megawatts of solar in Queensland. The solar for public housing project is one such initiative. It is designed to help public housing tenants receive cheaper solar electricity.

This trial is testing new business models that can deliver solar for public housing tenants with no upfront capital costs to tenants or government. As part of the trial, installations have been completed in Lockhart River, Cairns and Rockhampton.

In Cairns and Rockhampton, systems of up to four kilowatts have been installed on more than 800 public housing dwellings, providing savings of up to $250 per year to some of the Queensland’s most vulnerable customers.

Around 130 households in the remote Indigenous community of Lockhart River are now benefiting from a newly installed rooftop solar farm. The 200 kilowatt solar and battery system installed across four government and council buildings provides around 10 per cent of the community’s power supply. It also offsets up to 75 000 litres of diesel fuel each year with clean solar energy.

Children at the Lockhart River State School painted a series of murals that signify the benefits of solar for the community and are featured on the school grounds.

Regulation and oversight of biofuels mandates (whole-of-government initiative)

The bio-based petrol (ethanol) and bio-based diesel mandates commenced on 1 January 2017, with the department continuing to regulate and provide strategic oversight of the mandates throughout the year.

The mandates require fuel sellers across Queensland to sell specified volumes of bio-based petrol (ethanol) and bio-based diesel. Reportable volumes of E5, the most popular ethanol-blended petrol grade, increased by over 75 per cent (compared to baseline data that was collected in early 2016 before the mandate commenced).
Fuel price reporting
(whole-of-government initiative)

The fuel price reporting scheme will require all fuel retailers to report their fuel prices within 30 minutes of any change so motorists will have access to timely, accurate and complete fuel prices. An information technology solution will provide an aggregation service for fuel retailers to report their fuel price information. The aggregator will make that information available to publishing services, such as smartphone applications and websites, to empower motorists to find the best deal to save at the bowser.

The scheme is to be in place with a supporting regulation from December 2018, with fuel retailers to be given a three-month grace period without penalties to adjust. A working group, including the RACQ and fuel industry peak bodies, gave the Minister for Natural Resources, Mines and Energy an options report in June 2018. A competitive procurement process for a capable and innovative aggregation service opened on 20 August 2018, with a consultation regulatory impact statement released on the same day.

Strategic objective 3:
Accurate, timely knowledge of our property and spatial information resources

Mobile field data collection tools for recovery efforts after Tropical Cyclone Debbie

The department created a mobile field data collection tool and web mapping application to help teams respond quickly and effectively to recovery efforts after severe Tropical Cyclone Debbie.

Various departmental teams collaborated with the State Disaster Coordination Centre to enable access to live data feeds from emergency services, defence and Queensland Globe. Officers were able to complete damage assessments using a simple online form, including photos of the damage caused. The tool then uploaded the information onto the Cloud making it instantly available via the web mapping application. This drastically reduced the time taken to prioritise and coordinate recovery efforts.

This approach was so successful that the department was asked to develop a new statewide version of the tools to assist with any future recovery efforts resulting from a natural disaster. The department released the new version in February 2018.

Aerial photography film archive

The department completed archiving 5827 large format rolls of colour and black and white film 1.6 years ahead of schedule. This project involved archiving approximately 220 kilometres of film—the distance between Brisbane and Fraser Island—which equated to approximately 900 000 individual aerial photographs.
Strategic objective 4:  
Great services, great place to work

White Ribbon workplace accreditation

In November 2018, the department successfully achieved White Ribbon Australia workplace accreditation to support our people affected by domestic and family violence. The program helps our people to recognise, prevent and respond to staff who may be affected by family and domestic violence. This promotes a safer, more respectful and aware workplace culture.

A key component of the program involved delivering specialist training to managers and supervisors, and general face-to-face training. The department also facilitated a ‘train the trainer’ program for bystander training, which focuses on the role of a bystander in domestic and family violence situations and covers bullying and harassment, which can be applied in a workplace context. The training has been delivered to approximately 15 officers who will continue to roll out programs to staff throughout 2018 and 2019. To increase awareness of domestic and family violence, over 50 departmental employees participated in the Darkness to Daylight Challenge.

Diversity and inclusion

The department continued its commitment to creating and embedding an inclusive and diverse workplace, implementing specific strategies to support the government’s commitment to providing opportunities for people with disabilities, Aboriginal peoples and Torres Strait Islanders, people from non-English speaking backgrounds, women and youth.

During the year, we developed and implemented the department’s Disability service plan 2017–2020 and partnered with Job Access to build relationships with disability service providers to increase employment opportunities for people with a disability.

Through the implementation of the Aboriginal and Torres Strait Islander cultural capability strategy 2016–2020, the department employed four Indigenous Pathways trainees and implemented the IMPACT Indigenous mentoring program. To support our relationship with Aboriginal and Torres Islander communities and staff, we established a multi-agency working group to research the historical use of controlled wages by former energy agencies and provided information sessions to staff. We also continued to roll out the ‘Building on the strengths of our stories’ cultural program for staff to build the capability of our people.

As a member of Pride in Diversity, we continued to proudly support the Queensland public sector Inclusion Champions of Change Program and the whole-of-government LGBTIQ+ steering committee. We also continued to support and promote flexible working arrangements as part of the Queensland public service Flexible by Design program.
Our service areas and standards

Refer to Appendix 2 for details of our service areas, service standards and key performance indicators for 2017–18.

Looking forward: 2018–19

In 2018–19, the department’s key priorities are to:
• provide secure, sustainable water allocation for agriculture, industries, urban communities and the environment
• ensure Queensland’s water supply is secure and delivers strong economic benefits
• make Queensland’s land dealings easy, secure and accurate
• deliver the government’s suite of vegetation management election commitments
• contribute to the protection of the Great Barrier Reef by delivering, regulating and supporting land and water management programs
• support Traditional Owners’ rights and interests in land and land management through the resolution of native title claims and granting Aboriginal and Torres Strait Islander freehold
• provide the Queensland community with more information on natural resource endowment and how we responsibly and sustainably utilise those resources
• provide the Queensland community with up-to-date spatial and cadastral information to assist with informed decision-making
• provide the Queensland community with confidence that its natural resources are being fairly allocated and responsibly used
• attract and support ongoing exploration and private sector investment in the state’s resources sector
• facilitate the responsible use of Queensland’s minerals and energy resources
• facilitate increased supply options for domestic gas use
• unlock the state’s renewable energy potential
• make electricity more affordable for residential and business customers, including continuing an effective working relationship with Energy and Water Ombudsman Queensland.
SUMMARY OF FINANCIAL PERFORMANCE

The financial statements included in this annual report contain comprehensive financial data on:
- controlled entity, which refers to the funds and assets within the control of the department
- administered activities, which refers to activities the department does not control but is charged with administering on a whole-of-government basis.

Financial overview

The department recorded an operating surplus of $1.6 million for the 2017–18 financial year. The result was primarily driven by the timing of funding associated with the Australian Government National Water Infrastructure Development Fund.

Table 1 summarises the financial results of the controlled operations. For a more comprehensive set of financial statements covering all aspects of the department’s activities, see the ‘Financial statements: 30 June 2018’ section.

Table 1: Summary of financial results of controlled operations

<table>
<thead>
<tr>
<th>DEPARTMENT OF NATURAL RESOURCES, MINES AND ENERGY</th>
<th>FINANCIAL YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td>$’000</td>
</tr>
<tr>
<td>Income</td>
<td>544 730</td>
</tr>
<tr>
<td>Expenses</td>
<td>543 097</td>
</tr>
<tr>
<td>OPERATING SURPLUS/(DEFICIT)</td>
<td>1 633</td>
</tr>
<tr>
<td>Assets</td>
<td>364 474</td>
</tr>
<tr>
<td>Liabilities</td>
<td>105 845</td>
</tr>
<tr>
<td>NET ASSETS</td>
<td>258 629</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>18 218</td>
</tr>
</tbody>
</table>
Income

The department’s income of $544.7 million included appropriation revenue for services from the government of $407.9 million; user charges, fees and fines of $121.2 million; grants and other contributions of $8.3 million; and other revenue of $7.3 million. The majority of user charges, fees and fines revenue was earned through levies and fees for safety and health and petroleum and gas services provided to industry, cadastral and title search fees, storage of explosives, valuation services and other fee-for-service activities relating to safety in mines testing.

Expenses

The department’s expenses of $543.1 million primarily consisted of employee costs, supplies and services, grants and subsidies, and depreciation and amortisation of assets.

Employee costs totalling $263.3 million included salaries and wages, annual and long service leave entitlements, superannuation contributions and other employee-related expenses, which represent 48% of total expenses.

Supplies and services totalling $156.8 million, with the major expenses including accommodation costs ($39.0 million), information and communications technology (ICT) costs ($39.1 million) and payments to consultants and contractors ($30.9 million). The contractor spend of $28.7 million was predominately incurred for specialist and technical skills in programs such as remediation of high-priority abandoned mine sites ($3.7 million), dam safety operations and maintenance services ($3.6 million), the Coal Mine Workers’ Health Scheme ($3 million), Mine Safety and Health ($3.1 million), ICT projects ($2.4 million) and the Strategic Resources Exploration Program ($2.4 million).

Grants and subsidies totalling $80.1 million included payments to support customers and businesses with energy savings as part of the Affordable Energy Plan and payments to regional management bodies, including activities relating to the protection, improvement and restoration of waterways and rangeland.

Depreciation and amortisation expenses of $16.5 million primarily related to internally generated software ($5.4 million), plant and equipment ($4.4 million), infrastructure assets ($3.4 million) and buildings ($3 million).

Other expenses of $26.4 million primarily related to appropriation payable to the consolidated fund of $16.4 million and $5.1 million in separation payments for the Local Management Arrangements.
Financial position

The net asset position reported in the financial statements shows the net worth of the department at 30 June 2018 to be $258.6 million. This consists mainly of the assets held by the department of $364.5 million, which included $98.8 million in operational land and buildings to provide departmental services, $2.4 million in heritage and cultural assets, $43.8 million in water network infrastructure assets and $38.1 million in software assets. In addition, the department had cash holdings of $123.9 million, receivables of $29.9 million and other assets worth $1.7 million. These were offset by liabilities of $105.8 million, which mainly consisted of payables, accrued employee benefits and unearned revenue balances.

Administered activities

The department administers, but does not control, certain resources on behalf of the government. In doing so, it is responsible and accountable for administering related transactions and items, but does not have the discretion to deploy these resources for the achievement of the department’s activities.

Major administered revenue included:

- fees from mineral and petroleum rentals, including annual rent collected on various permits, authorities, licences and leases
- resource tenure application processing fees
- titles lodgement revenue, including lodgement of documents to secure ownership and other interests in freehold and state leasehold land, water allocations and other resources, and to access record-related information
- revenue from state land, including sales of unallocated state land, issuing easement access, and annual rentals and instalments for state land leases, licences and permits.

Major administered expenses included:

- Community Service Obligation (CSO) payments made on behalf of the government to energy retailers Energy Queensland and Origin and to water supply entities Sunwater and SeqWater.

Administered net assets at 30 June 2018 were $67,972 billion. This is predominantly as a result of state land balances of $67,917 billion as per Table 2.

<table>
<thead>
<tr>
<th>ADMINISTERED LAND</th>
<th>FINANCIAL YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td>$’000</td>
</tr>
<tr>
<td>Land under roads</td>
<td>57,693,682</td>
</tr>
<tr>
<td>Reserves</td>
<td>7,728,462</td>
</tr>
<tr>
<td>Leasehold land</td>
<td>1,394,654</td>
</tr>
<tr>
<td>Unallocated state land</td>
<td>911,545</td>
</tr>
<tr>
<td>Other</td>
<td>188,763</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>67,917,106</strong></td>
</tr>
</tbody>
</table>
Safety and health levy

The safety and health levy funds the safety and health services provided by the Queensland Government to the mining, quarrying, explosives and fireworks industries. It is levied based on the number of employees in the mining and extractive industries (see Table 3).

Table 3: Safety and health levy income and expenses in 2017–18

<table>
<thead>
<tr>
<th>SAFETY AND HEALTH LEVY</th>
<th>FINANCIAL YEAR</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$’000</td>
<td>$’000</td>
</tr>
<tr>
<td>INCOME</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes, fees and fines</td>
<td></td>
<td>36 336</td>
<td>35 564</td>
</tr>
<tr>
<td>Other revenue</td>
<td></td>
<td>468</td>
<td>212</td>
</tr>
<tr>
<td>Total income</td>
<td></td>
<td>36 803</td>
<td>35 776</td>
</tr>
<tr>
<td>EXPENSES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee expenses</td>
<td></td>
<td>22 358</td>
<td>20 462</td>
</tr>
<tr>
<td>Supplies and services*</td>
<td></td>
<td>13 843</td>
<td>14 595</td>
</tr>
<tr>
<td>Grants and subsidies</td>
<td></td>
<td>95</td>
<td>71</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td></td>
<td>562</td>
<td>497</td>
</tr>
<tr>
<td>Other expenses</td>
<td></td>
<td>-54</td>
<td>150</td>
</tr>
<tr>
<td>TOTAL EXPENSES</td>
<td></td>
<td>36 803</td>
<td>35 776</td>
</tr>
<tr>
<td>Operating surplus/(deficit)</td>
<td></td>
<td>..</td>
<td>..</td>
</tr>
</tbody>
</table>

* Includes capital expenditure
GOVERNANCE: MANAGEMENT AND STRUCTURE

Organisational structure

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**GOVERNANCE: MANAGEMENT AND STRUCTURE**

**Organisational structure**

Following the establishment of DNRME in December 2017, the department was organised into the following divisions.

* Figure 3: DNRME organisational structure (as at 30 June 2018)

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* Dual reporting relationship with the Department of State Development, Manufacturing, Infrastructure and Planning
Natural Resources

Natural Resources is the natural resource and land management delivery arm of the department, providing customer-focused services and practical solutions to help customers achieve their business goals. Natural Resources has a strong regional presence and works closely with the Policy division to achieve the department’s key reform initiatives. The division is made up of eight business units covering land valuations, land titles registration, spatial services, state land and vegetation management, water licensing and allocations, and native title services.

Policy

The Policy division delivers strategic policy, planning and assessment services in the department. As part of this service, the division is responsible for the provision of expert advice on policy matters regarding land, water, minerals and energy resources.

Minerals and Energy Resources

Minerals and Energy Resources administers Queensland’s mining, petroleum and gas tenure frameworks, and provides information services to industry and the public about Queensland’s minerals and energy resource potential.

Other responsibilities include engaging with resource communities, monitoring compliance within the resource industry, undertaking cumulative groundwater impact assessments and mitigating community safety and property risks associated with abandoned mines and water infrastructure.

Resources Safety and Health

The Resources Safety and Health division works to reduce safety and health risks in Queensland’s minerals, energy and explosives industries by applying an effective risk-based regulatory framework, developing and sharing knowledge, and delivering an effective emergency response capability.

Energy

The Energy division ensures Queensland’s energy sector is efficient, equitable and sustainable. The division contributes to an adaptive, resilient energy sector that powers consumer value and choice, and Queensland’s economic growth and prosperity. The core functions of the division are to undertake policy and economic analysis, provide advice on matters related to energy policy at the state and national level, deliver simple and effective regulation of the energy sector and enhance customer value for Queenslanders.

The division also facilitates economic growth and innovation by helping to unlock the state’s renewable energy potential to create new industries and new jobs, while driving broader productivity improvements across the energy sector to underpin Queensland’s economic growth.

Water Markets and Supply

The Water Markets and Supply division delivers initiatives to support short-term and long-term water security for Queensland communities and businesses. The division is also responsible for the oversight of government-owned water entities, facilitating the ownership of state-owned water assets to local management and providing advice to government on bulk water pricing.

This division supports the operation of water trading markets, manages the release of unallocated water reserves and optimises the use of existing water entitlements. The division will also deliver the Rural Water Management Program in response to the Independent Audit of Queensland Non-Urban Water Measurement and Compliance.

Business and Corporate Partnership

Business and Corporate Partnership is a central corporate team that provides services to support three partnering Queensland Government departments. It operates through three corporate hubs embedded in the departments they service:

• DNRME
• Department of Agriculture and Fisheries
• Department of Environment and Science.

Each hub is managed by a head of corporate, who is responsible for delivering a set of core services and a selection of cooperative services (provided to other partnering agencies).
Our Board

Our Board is comprised of the department’s senior executive leadership, with a strategic governance focus on strategy, risk, finance, organisational performance and corporate responsibilities. The Board and Board committees direct and control the department so it can deliver its strategic objectives.

In 2017–18, membership comprised the following:

- Director-General
- Deputy Director-General, Natural Resources
- Deputy Director-General, Minerals and Energy Resources
- Deputy Director-General, Policy Division
- Deputy Director-General, Business and Corporate Partnership
- Deputy Director-General, Energy
- Deputy Director-General, Water Markets and Supply
- Executive Director, Communications
- Executive Director, Office of the Director-General
- Executive Director, Resources Safety and Health.

James Purtil, Director-General

James was the Director-General of the former DNRM, appointed in July 2015. James became Director-General of DNRME upon its establishment in December 2017.

He was formerly the Director-General of the Department of Aboriginal and Torres Strait Islander Partnerships, a role he held from 2013.

His private sector experience includes senior executive positions with multi-national company Santos, and he has been responsible for strategic project management services in the resources and development sectors.

James has consulted to industry and government on organisational design, and was Managing Director of environmental rehabilitation services company Landroc Pty Ltd.

He is the former Director-General of the Environmental Protection Agency (including the Queensland Parks and Wildlife Service) and was the Queensland Public Service Commissioner for two years from 2006.

James holds a Bachelor of Science (with honours) from the University of New South Wales, a Master of Business Administration from The University of Queensland and is a graduate of the Australian Institute of Company Directors.

Alan Feely, Deputy Director-General, Natural Resources

Alan commenced in this role in March 2016. He has over 20 years’ experience with the New South Wales and Queensland governments and, more recently, the mining sector.

He has held a number of senior positions across government, generally in the regulatory, environmental and natural resources sectors—including Regional Director positions in New South Wales and Queensland, as well as a seven-year period as Executive Director of the Queensland Parks and Wildlife Service.

More recently he was heavily involved in the oil and gas sector (working for Santos on its Queensland Gladstone Liquefied Natural Gas and New South Wales Coal Seam Gas projects), prior to taking a Deputy Director-General position promoting Indigenous economic development opportunities in Queensland.
Rachael Cronin,
Deputy Director-General, Minerals and Energy Resources

Rachael commenced in this role in January 2016. Prior to that, she was the Deputy Director-General for Natural Resources within the former DNRM.

She has a broad range of experience in both the public and private sectors. Within the public service she has led major reform initiatives for the resources sector, reducing red tape and improving the transparency and certainty of assessment processes. Rachael’s role in the private sector predominately focused on business improvement, with broad experience both nationally and internationally.

Rachael holds bachelor degrees in both Commerce and Laws, and a Master of Business Administration from the Queensland University of Technology.

Nicole Buchanski,
Deputy Director-General, Policy

Nicole commenced in this role in November 2016, and provides strategic leadership and expert policy advice regarding land, water, mineral and energy resources, and native title.

Nicole has over 20 years’ experience in the public and private sectors working in a broad range of roles, including policy, regulatory services and program management. Nicole has worked across regional Queensland in service delivery functions and was responsible for developing industry partnerships with peak bodies, including the Queensland Farmers’ Federation, Canegrowers, Urban Development Institute of Australia, AIG and Commerce Queensland.

Nicole has led legislative and policy reform within the Queensland Government across the areas of air, noise, water and energy, and was a key driver of the ClimateSmart 2050: Queensland climate change strategy 2007 and the establishment of the Office of Climate Change and the Premier’s Climate Change Council.

Most recently, Nicole held leadership roles in the resources sector, with accountability for sustainability, environmental management, water and cultural heritage functions nationally.

Brenda Parker,
Deputy Director-General, Business and Corporate Partnership

In July 2013, Brenda commenced as Deputy Director-General, Business and Corporate Partnership.

Brenda is responsible for leading and managing effective and efficient corporate services within an evolving service delivery environment across multiple agencies.

Prior to this role, Brenda led the Corporate Services Renewal Taskforce at the Public Service Commission, which was responsible for identifying and implementing recommendations to improve the manner in which corporate services are delivered across all government agencies.

Brenda has over 20 years’ experience in the public sector, including key leadership roles in the provision of corporate services, and has a wealth of experience and professional qualifications in human resources, workplace health and safety, rehabilitation and risk management.

Benn Barr,
Deputy Director-General, Energy

Benn commenced in the role of Deputy Director-General, Energy, with the former DEWS, in 2015. He also held the positions of Deputy Director-General, Water Supply, and Acting Director-General during that time.

Benn is responsible for leading and managing the roles and responsibilities of the Energy division, which includes the delivery of a cost-effective, safe, secure and reliable energy supply.

Benn is also responsible for implementing the government’s renewable energy commitments.

Benn has over 20 years’ public policy experience in Queensland and Australian governments, and graduated from James Cook University with a Bachelor of Economics.
Linda Dobe,
Deputy Director-General,
Water Markets and Supply

Linda commenced in this role in January 2018 and was appointed in May 2018. Prior to that she was General Manager, Water Supply Regulation with the former DEWS.

Linda has worked in state government water functions for over 14 years and also brings to the role diverse private sector experience in the mining and finance sectors.

Chantal Llora,
Executive Director,
Communications

Chantal commenced in this role in January 2017 and has over 15 years’ experience in communications across the public and private sectors.

Prior to this role she spent five years in the Australian Government, leading the communications and internal operations planning for Australia’s hosting of the G20, and the communications and stakeholder planning for the Gonski Schools Funding Review.

Chantal spent several years as an officer in the Australian Defence Force, providing strategic communications advice and public relations support across the Australian Army, which included deployments to Afghanistan, Iraq, Solomon Islands and several humanitarian disasters overseas.

Chantal has broad experience across media, stakeholder engagement, web and design, and project management.

Celia Venables,
Executive Director,
Office of the Director-General

Celia commenced in this role in August 2017. Prior to moving to the Office of the Director-General she was Executive Director of Human Resources for both the former DNRME and former DEWS. As part of this role, she was also responsible for leading the communications divisions for both departments.

Celia has extensive experience and demonstrated success across all elements of corporate governance. She has led a number of departments through machinery-of-government and organisational changes, and is a strong advocate for contemporary workforce strategies at a whole-of-government level. Under Celia’s guidance, departments have delivered on a range of workforce strategies and business development initiatives.

Celia also has private sector experience in business analytics, stakeholder engagement, human resources, organisational development and change management.

Mark Stone,
Executive Director,
Resources Safety and Health

Mark is Executive Director of the Resources Safety and Health division.

In this role, he is accountable for the delivery of effective resources safety and health regulation (mining, explosives and petroleum), and mine safety research, testing and training.

Prior to joining the Queensland Government in 2014, Mark spent 20 years in the international oil and gas industry in technical and management roles.

He is a member of the Society of Petroleum Engineers and serves on the Global Training Committee and Asia-Pacific Technical Committee.
Board responsibilities

The Board is responsible for the efficient and effective operation of the department under the following legislation:

- Financial Accountability Act 2009
- Financial and Performance Management Standard 2009
- Public Service Act 2008
- Public Records Act 2002
- Public Ethics Act 1994
- Right to Information Act 2009
- Information Privacy Act 2009.

The board’s responsibilities are to:

- define and oversee the implementation of the department’s long-term vision, goals and strategies
- monitor the department’s delivery of results
- establish, oversee and monitor the department’s risk management agenda
- demonstrate strong ethical leadership, model the department’s leadership principles and minimise the opportunity for misconduct
- ensure staff are well informed and operate according to the public sector values, the code of conduct, and workplace health and safety legislation
- oversee, coordinate and monitor the most important strategic activities and emergent issues that impact on the department’s reputation or operation
- lead the organisation’s culture and way of operating as part of the Queensland public sector
- oversee and approve the department’s investments and the strategic allocation of resources
- monitor the department’s financial and non-financial performance.

The Board maintains a governance structure, with the Board and two Board committees providing leadership direction.

The following Board committees comprise the members of the Board and other members as required:

- Safety and Wellbeing Committee
- Risk Committee.

Other committees

The Board is supported by the:

- Audit Committee—established under the Financial and Performance Management Standard 2009 and provides independent assurance and assistance to the Director-General on the department’s control and compliance frameworks and accountability responsibilities
- Information and Communications Technology (ICT) Committee—ensures the department’s ICT investment and assets remain aligned with the department’s business priorities and plans, while supporting whole-of-government ICT direction.

Government bodies

The department has relationships with numerous government bodies—entities with decision-making powers established either by an Act of Parliament or by a decision of executive government.

A list of the government bodies required to report through the department’s annual report (including their functions, achievements and member remuneration) is available on the department’s website at www.dnrme.qld.gov.au.

The following government bodies relevant to the department report their information requirements separately through their own annual reports:

- Board of Examiners
- Category 2 water authorities (22 government bodies)
- Coal Mining Safety and Health Advisory Committee
- Commissioner for Mine Safety and Health
- Dumaresq–Barwon Border Rivers Commission
- Energy and Water Ombudsman Queensland
- Gladstone Area Water Board
- Mining Safety and Health Advisory Committee
- Mount Isa Water Board
- Queensland Energy and Water Ombudsman Advisory Council
- River improvement trusts (11 government bodies)
- Surveyors Board of Queensland
- Valuers Registration Board of Queensland.
Public Sector Ethics Act 1994

In 2017–18, the department continued to provide comprehensive online training on the code of conduct and the ethics principles of the Public Sector Ethics Act 1994 for inductees. Training and coaching continued to be delivered to managers and supervisors surrounding the requirements of the sector-wide Capability and Performance Excellence framework, providing mechanisms that support early intervention and local resolution of unsatisfactory conduct and performance.

The online code of conduct training was accessible on the department’s intranet for staff completion on an annual basis, together with supporting policies and resources that form the basis for human resource management and decision-making. Supporting this, face-to-face sessions on appropriate behaviour in the workplace and the fundamental requirements of being a Queensland Government employee continued to be rolled out across the state.

Clear roles and responsibilities to ensure accountability and transparency were further incorporated throughout the department’s strategic plan, with a particular focus on the department’s performance through its governance, people and service delivery. Role clarification was further addressed through performance and development discussions and agreements.

Further guidance on the code of conduct and everyday conduct matters is provided by the department’s Human Resources team.

Our values

The department has its own guiding principles, which are underpinned by the Queensland public service values. Our guiding principles set the cultural expectations for the department.

<table>
<thead>
<tr>
<th>CUSTOMERS FIRST</th>
<th>IDEAS INTO ACTION</th>
<th>UNLEASH POTENTIAL</th>
<th>BE COURAGEOUS</th>
<th>EMPOWER PEOPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Know your customers</td>
<td>• Challenge the norm and suggest solutions</td>
<td>• Expect greatness</td>
<td>• Own your actions, successes and mistakes</td>
<td>• Lead, empower and trust</td>
</tr>
<tr>
<td>• Deliver what matters</td>
<td>• Encourage and embrace new ideas</td>
<td>• Lead and set clear expectations</td>
<td>• Take calculated risks</td>
<td>• Play to everyone’s strengths</td>
</tr>
<tr>
<td>• Make decisions with empathy</td>
<td>• Work across boundaries</td>
<td>• Seek, provide and act on feedback</td>
<td>• Act with transparency</td>
<td>• Develop yourself and those around you</td>
</tr>
</tbody>
</table>

Figure 4: Queensland public service values
Our guiding principles

Safety and wellbeing

All departmental staff have the right and clear expectation to come to work and go home free of injury. This includes physical and psychological injury. They should also expect that day-to-day stresses do not affect them in a negative way.

Of course there will be stress—due to the demands of complexity, delivery, timelines and interacting with peers, customers and stakeholders—but we want to ensure that staff have the capacity to handle that stress and thrive in their careers.

Our guiding principle of safety and wellbeing extends into all aspects of our daily lives—at work, at home and getting to and from work. Should a staff member feel that they are in an unsafe situation, they have unconditional support not to undertake that task in that way. We work collectively to find ways to ensure this happens.

Professional excellence

DNRME provides Queenslanders with vital information on our natural systems, geological wealth, safety and health, and land and cadastral systems. Our technical expertise is a hallmark of our organisation.

In all disciplines, in all business units and every aspect of our work, we consistently strive for excellence and continuous improvement.

DNRME is data rich. We are the point of truth for a raft of areas, especially spatial and geospatial data. Our technical excellence is a cornerstone of our reason for being, as is our professional excellence.

Professional excellence encapsulates our technical excellence, our professional standards and service excellence.

Customer focus

We deliver our services the way our customers want them. Our decisions are consistent and transparent. We are consultative—we collaborate with our customers and stakeholders to co-create solutions. We are open to exploring, testing and refining new ways of working and delivering service.

We deliver

We do what we say we’ll do, when we say we’ll do it. We do the right work and we do the work right. It’s that simple.

Respect

We will strive to ensure that our dealings with each other, our customers and stakeholders are based upon respect—respect for individuals, respect for diversity and respect for Aboriginal and Torres Strait Islander cultures. We should also expect it in return. We will strive to be an organisation that truly reflects the community that we serve.
**GOVERNANCE: RISK MANAGEMENT AND ACCOUNTABILITY**

**Risk management**

Effective risk management ensures we can make informed decisions, meet our compliance obligations and ensure the safety and wellbeing of our people and the community. The department recognises that risk is characterised by both threat and opportunity, and manages risk in order to enhance opportunities and reduce threats that may impact on the department’s operational business plans and objectives.

The risk management policy and procedure, which align with standard AS/NZS ISO 31000:2009 Risk management—principles and guidelines and Queensland Treasury’s A guide to risk management: July 2011, outline the principles and responsibilities for risk management across the department. DNRME fosters a risk-aware culture in all decision-making through the application of high quality, integrated risk analysis and management that enables informed decisions to be made at the right time and facilitates visibility of sources of uncertainty.

During 2017–18, the department established its approach to proactively identifying, analysing and responding to risk. The department developed and implemented a fit-for-purpose risk management framework, developed a risk appetite guide, and regularly reviewed and monitored risks (including financial, compliance and safety and wellbeing) as part of its quarterly reporting process at a business division level.

**Audit Committee**

The Audit Committee was established in accordance with the Financial and Performance Management Standard 2009. The committee met four times in the period 1 July 2017 to 30 June 2018, including a special meeting to review the department’s annual financial statement. The former DEWS committee met four times, including a special meeting to review the former department’s annual financial statement and a final meeting in April 2018. The committees observed the terms of their charters, having due regard to the Audit committee guidelines: improving accountability and performance issued by Queensland Treasury (June 2012).

The Audit Committee is directly responsible to the Director-General and, in discharging its responsibilities, the committee has the authority to:

- conduct or authorise investigations into matters within its scope of responsibility
- access information, records and personnel of the department for such purpose
- request the attendance of any employee, including executive staff, at committee meetings
- conduct meetings with the department’s internal auditors and external auditors, as necessary
- seek advice from external parties, as necessary.

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

The functions and role of the committee do not diminish the statutory and regulatory duties and responsibilities of the Director-General, nor do they detract from management’s responsibilities in relation to corporate governance, internal control, fraud prevention and risk management.

The committee provided governance oversight and advice to the Director-General in relation to all aspects of its responsibilities.
Membership

Former DNRM Audit Committee—1 July to 12 December 2017:
• James Purtill, Director-General
• Debbie Best, independent external member (chair)
• Graham Carpenter, independent external member
• Brenda Parker, Deputy Director-General, Business and Corporate Partnership.

DNRME Audit Committee—13 December 2017 to 30 June 2018:
• Debbie Best, independent external member (chair)
• Peter Dowling, independent external member
• Brenda Parker, Deputy Director-General, Business and Corporate Partnership
• Celia Venables, Executive Director, Office of the Director-General
• Benn Barr, Deputy Director-General, Energy.

Former DEWS Audit Committee—1 July to 16 April 2018:
• Peter Dowling, independent external member (chair)
• Patrice Sherrie, independent external member
• Benn Barr, Acting Deputy Director-General, Water
• Linda Dobe, Acting Deputy Director-General, Water (replaced Benn Barr from December 2017 meeting)
• Kathie Standen, Acting Deputy Director-General, Energy
• Benn Barr, Deputy Director-General, Energy (replaced Kathie Standen as member for final April 2018 meeting).

Committee members were provided with recommendations arising from Queensland Audit Office reports to Parliament that relate to the department.

External members of the DNRME and former DNRM committees received a combined total remuneration of $15,600 (excluding GST) for their role during 2017–18. External members of the former DEWS committee received a combined total remuneration of $9,600 (excluding GST) for their role during 2017–18.

Internal audit

The formation of Internal Audit Services (IAS) was approved on 12 June 2012. IAS is a business unit within the Department of Environment and Science, and provides internal audit services to three other Queensland Government agencies as part of a co-sourced corporate services arrangement.

The role, operating environment and operating parameters of IAS are established in the 2017–18 internal audit charter (which has due regard to professional standards) and the Audit committee guidelines: improving accountability and performance issued by Queensland Treasury (June 2012).

Purpose

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

IAS reports to the Audit Committee and its function is independent of management and external auditors.

IAS activities also include financial, compliance and operational reviews; information system and data integrity reviews; and special review assignments as requested by management.

In 2017–18, IAS:
• discharged the responsibilities established in the 2017–18 internal audit charter by executing the internal audit program of work
• prepared a program of work as a result of risk assessments, materiality and contractual and statutory obligations
• provided reports on results of internal audits and assurance reviews undertaken to the Audit Committee and Director-General
• monitored and reported on the implementation status of internal and external audit recommendations to the Audit Committee (management is responsible for implementation of audit recommendations)
• liaised with QAO to ensure there was no duplication of ‘audit effort’
• supported management by providing advice on corporate governance and related issues, including fraud and corruption prevention measures and risk management
• allocated internal audit resources to those areas considered by the Audit Committee to present the greatest risk and where the work of internal audit can be valuable in providing assurance or identifying opportunities for positive change
• reviewed the departmental annual financial statements and Chief Finance Officer assurance statements prior to them being presented to the Audit Committee.

IAS employees are members of professional bodies, including the Institute of Internal Auditors.
IAS considers there are adequate controls in place to minimise the opportunity of fraud or mismanagement in those areas of the department that were subject to internal audit in terms of the program of work approved by the Director-General.

Major achievements
IAS completed the following reviews under the former DNRM and former DEWS strategic internal audit plans (July 2017 to June 2018):

• Regulatory Decision-making—Review of Key Decisions Minerals and Energy Resources
• Upgrade Satellite Imagery
• Abandoned Mines
• Contract (Supplier) Management
• Project Health Check of Renewables—Solar for Public Housing Pilot Programs
• National Water Infrastructure Development Fund Review (period to 1 December 2017)
• Large Customer Adjustment Trial Grants Program Phase 2.

IAS commenced the following reviews under the former DNRM and former DEWS strategic internal audit plans (July 2017 to June 2018):

• Field Trip Operations Review (Workplace Health and Safety)
• Regulatory Decision-making—Review of Key Decisions Natural Resources
• Regional Office Reviews
• Risk Management Maturity Review
• Ethical Standards—Case Management Performance Review
• National Water Infrastructure Development Fund Review (period 1 December 2017 to 30 April 2018).
External scrutiny

Queensland Government agencies can be reviewed or audited by a number of different authorities and bodies, including the Queensland Audit Office (QAO), parliamentary committees, the Crime and Corruption Commission, the Queensland Ombudsman, the Information Commissioner Queensland and the Office of the State Coroner.

Parliamentary committees

In 2017–18, the Infrastructure, Planning and Natural Resources Committee sought advice from the department on the following Bills:

- **Land Access Ombudsman Bill 2017**—The committee tabled a report on 7 August 2017. The committee made only one recommendation in the report, which was that the Bill be passed. The Bill was passed by the Queensland Parliament on 7 September 2017 and received royal assent on 13 September 2017.

- **Mineral, Water and Other Legislation Amendment Bill 2017**—This Bill was introduced into Parliament on 22 August 2017. The Bill was referred to the committee for detailed consideration and a public briefing was held on 6 September 2017, followed by a public hearing on 11 October 2017. The committee was to table a report on the Bill on 3 November 2017; however, the Bill lapsed with the calling of the general election on 29 October 2017.

In 2017–18, the State Development, Natural Resources and Agricultural Industry Development Committee sought advice from the department on the following Bills:

- **Land, Explosives and Other Legislation Amendment Bill 2018**—This Bill was introduced into Parliament on 15 February 2018. The committee held a public briefing and a public hearing in Cairns and tabled its Report no 5, 56th Parliament—Land, Explosives and Other Legislation Amendment Bill 2018 on 19 April 2018. An addendum to the report was provided on 20 April 2018. The government has three months to respond to the report’s recommendations once it has been tabled.

- **Vegetation Management and Other Legislation Amendment Bill 2018**—This Bill was introduced on 8 March 2018. The committee held eight public hearings and received over 13,000 public submissions. The department provided a response to submissions. The committee tabled its Report no 6, 56th Parliament—Vegetation Management and Other Legislation Amendment Bill 2018 on 23 April 2018.

- **Mineral, Water and Other Legislation Amendment Bill 2018**—This Bill was re-introduced into Parliament on 15 February 2018. The Bill was referred to the committee for detailed consideration and a public briefing was held on 5 March 2018, followed by a public hearing on 9 March 2018. The committee tabled its report on 9 April 2018, which made seven recommendations, including a recommendation that the Bill be passed.

Queensland Audit Office

QAO report 1 to Parliament, Follow-up of report 15: 2013–14 Environmental regulation of the resources and waste industries (report 1: 2017–18), was tabled in Parliament on 19 September 2017 and assessed whether the department had:

- improved the exchange, coordination and accessibility of information to achieve better planning and risk assessments to inform compliance activities
- established clear definitions, guidelines and formal protocols for dealing with the ongoing management of, and where necessary the transfer of responsibility for, ‘care and maintenance’ sites.

The follow-up report found that both recommendations had been fully implemented.

QAO report 6 to Parliament, Fraud risk management—report 6: 2017–18, was tabled in Parliament on 15 February 2018 and assessed if agencies:

- appropriately identified and assessed fraud risks
- applied appropriate risk treatments and control activities to adequately manage their exposure to fraud risks.
QAO concluded that none of the agencies audited were effectively managing fraud risk, leaving themselves potentially exposed to fraud. Findings from two previous QAO reports had not been applied by the audited agencies and gaps in governance, fraud identification, detection and prevention were still being observed. While the audit did not specifically relate to the department, QAO found issues that related to public sector agencies as a whole and made recommendations accordingly.

QAO recommended that departments:

• self-assess against better practices listed in the report to improve fraud control policies and plans, and make sure accountabilities and responsibilities for fraud control are clear
• integrate fraud risk management systems and procedures within existing enterprise risk management frameworks
• monitor exposure to fraud risk and the effectiveness of the internal controls to mitigate risks through governance forums.

The department is reviewing and updating the fraud and corruption control plan, which will include self-assessment against better practices and the recommendations of the QAO audit, where relevant. Fraud and corruption risk has been integrated into the risk management framework and a program of fraud awareness training has been implemented across the department.

QAO report 8 to Parliament, Confidentiality and disclosure of government contracts—report 8: 2017–18, was tabled in Parliament on 20 February 2018 and assessed whether departments met contract disclosure requirements. DNRME was one of the five departments included in the audit scope. QAO was unable to assess the extent and appropriateness of the use of confidentiality provisions in Queensland Government contracts due to the contracts registers of all departments audited lacking sufficient information.

QAO recommended that departments:

• meet all mandatory requirements set out in Procurement guidelines—contract disclosure
• improve their contract registers or contract management systems to ensure a complete record of all awarded contracts.

The department is awaiting advice and guidance from Department of Housing and Public Works and, subject to the release of the updated disclosure guidelines, all mandatory requirements set out therein shall be met. Capture of information through the central managed register is progressing and will be used as the basis and format for consistency and consolidation.

Information systems

The department continues to operate, maintain and develop a range of information systems to support services, initiatives and corporate operations. Highlights and major achievements include the following:

• The department’s Energy Efficiency Rebate website was launched for Queensland residents to claim a rebate of up to $300 for energy-efficient appliances purchased from 1 January 2018. This is just one of the many government initiatives aiming to help Queenslanders tackle energy bills.
• The Queensland Fuel Sellers Portal went live on 8 March 2018. This portal facilitates the collection of information about Queensland fuel sellers, including their business and site details, fuel grades and volumes sold. The analysis of information collected provides reliable and accurate input into compliance and reporting activities, and ongoing biofuels policy development.
• Updates have been made to the Online Self-assessable Code Notification System in response to changes in the Vegetation Management and Other Legislation Amendment Bill 2018. New vegetation management maps are now available to applicants along with processes to submit applications for authorised activities.
• An interim solution for the Coal Mine Workers’ Health Scheme was implemented as part of the Coal Workers eHealth Records Project. The solution allows nominated medical advisors to log health assessment forms online while a longer term solution is being developed for implementation.
• A trialled Water Dashboard was released in multiple sites across the state to display information on pump schedule, daily and annual limits, and entitlement usage. The Water Dashboard is part of the department’s commitment to equitable, sustainable and transparent management of Queensland’s water resources. Work
is in progress to expand the dashboard to other catchment areas.

• The department is working with the Department of Environment and Science and Queensland Treasury to develop a financial assurance information registry to support the government’s financial assurance reforms. Planning activities have been completed, with a go-live date scheduled for November 2018.

Recordkeeping

The department has a comprehensive records management framework, which is compliant with the Public Records Act 2002, the Public Service Act 2008 and relevant information standards. The recordkeeping framework includes appraisal and disposal programs, a suite of recordkeeping policies, management of legacy paper records, digitisation disposal policies, the digital delivery of legacy records, a functional electronic document and records management system, records training and support, records appraisal of business systems and an active program of transfers to Queensland State Archives.

The records of the department are covered by a number of approved retention and disposal schedules—Land QDAN 739, Mining QDAN 737, Water QDAN 738 and Energy QDAN 730. Documented processes for records disposal are in place. Time-expired physical records are identified and securely disposed of, and permanent records are transferred to Queensland State Archives accordingly.

The relocation of staff from the Land Centre at Woolloongabba involved the appraisal and transfer of over 8000 boxes of records. Significant collections of permanent spatial records were also transferred to Queensland State Archives, including aerial films, aerial photographs, survey maps and survey field notebooks.
GOVERNANCE: HUMAN RESOURCES

Strategic workforce planning and performance

Workforce profile

The Queensland public sector quarterly workforce profile as at end of June period, based on Minimum Obligatory Human Resource Information data, shows that DNRME has 2596.53 full-time equivalent staff. Due to the impact of machinery-of-government changes on DNRME, a separation rate is not able to be calculated for the 2017–18 report.

Strategic workforce planning

The strategic workforce plan outlines strategies that ensure the department is an inclusive workforce composed of the right people, skills and capabilities to deliver world-class services that enable the responsible use of natural resources for Queenslanders.

Integrating the workforce plan into the business, performance and financial planning processes ensures a clear focus on achieving the agency’s objectives, and builds a culture that is aligned to our guiding principles.

Attraction and retention

DNRME attracts and retains critical skills through growing our expertise, knowledge and capacity for engagement and professional excellence.

The department has identified technical and specialist areas of expertise where there may be gaps, and areas within the business where specific groups should be targeted to achieve our desired workforce. To work toward this, the department accesses LinkedIn and other recruitment avenues for specialist roles (and identified roles), accesses industry relationships, partners with universities, and offers graduate employment opportunities.

Performance management

To attain a workplace culture of respect and a workplace that delivers results, existing resources such as performance and development agreements, code of conduct requirements and Conduct and Performance Excellence training continue to be reinforced. All employees who commence with the department are required to participate in a comprehensive online and local induction training process to ensure their obligations and responsibilities as public service employees are articulated and fulfilled. The department has also continued a face-to-face onboarding event to provide greater clarity of the department’s operations and strategic objectives, and to showcase the varied nature of the department’s work and expertise.

Another integral part of the department’s performance and development approach is the DNRME capability framework and self-assessment tool. These have been designed specifically for the department to ensure we have a common framework that clearly defines consistent language and expected behaviours to complement our guiding principles and align with our overarching strategic objectives. Supporting this, face-to-face sessions on appropriate behaviour in the workplace and the fundamental requirements of being a Queensland Government employee continue to be rolled out across the state.

The department made further commitment to employee development and performance management, focusing on building respect and enabling visible leadership by maintaining an online reward and recognition system—CUDOS. It provides our staff with the ability to easily recognise the accomplishments and performance of their colleagues, as well as enable management to efficiently reward team and individual performance. Via the CUDOS system, employee achievements are recognised at an annual all staff event.

The Managing Performance and Conduct strategy aims to enhance the performance management capability of management and senior executives to empower our people and generate productivity. Linked to the Professional Excellence Strategy, the department has developed a project around Conduct and Performance Excellence to further
support business areas effectively and efficiently manage local performance and conduct matters. This project will be finalised and findings implemented throughout 2018–19. In addition, the department has offered Appropriate Behaviours training to targeted groups, with the aim to clearly articulate the department’s expectations in relation to behaviour at work and when undertaking work-related duties (internal and external to the workplace).

Diversity and inclusion

Our Diversity and Inclusion strategy contributes to achieving a workplace in which individual differences are respected, diverse skills and knowledge are valued and utilised, opportunities are available for all, engagement with partners and stakeholders is effective, and the voice of the community is represented.

Specific strategies implemented support the government’s commitment to providing opportunities for women, youth, Aboriginal peoples and Torres Strait Islanders, people from non–English speaking backgrounds and people with disabilities.

We are committed to creating a culturally capable workplace where we value the diverse knowledge, skills, history, traditions and cultures of Aboriginal peoples and Torres Strait Islanders, and we seek to maximise their employment and career development opportunities.

We recognise that many Aboriginal peoples and Torres Strait Islanders have considerable knowledge of land, natural resources and Aboriginal and Torres Strait Islander communities and organisations, and that this knowledge should be properly and fairly recognised in the employment and career development process.

The Aboriginal and Torres Strait Islander Advisory Board, comprising Aboriginal and Torres Strait Islander employees, continued to implement our Aboriginal and Torres Strait Islander cultural capability strategy 2016–2020.

Safety and wellbeing

The department is committed to providing all employees, volunteers and contractors with a workplace that is free from harm, and encourages a culture that highlights safety as an absolute priority.

We endeavour to lead best practice governance and risk management processes to identify and manage hazards associated with work-related activities. We strive to continually improve our culture, maintain oversight and transparency of business, and ensure the implementation of consistent and standardised resources, systems and governance structures. To enhance our safety and wellbeing framework, the department will be implementing the Safety Management and Risk Tool. This tool is an integrated system that will help improve our reporting, records management and analytics capability to enable a proactive hazard and risk management approach.

Our wellbeing program focuses on the key areas of mental, emotional, physical and financial wellbeing. The program facilitated the training of 42 accredited mental health first aiders to confidentially support our people and deliver general mental health awareness sessions. To promote physical activity the department participated in the annual corporate games and launched a fitness program partnership with Fitness Passport.

To further promote a positive, happy and healthy workforce, the department provided a flu vaccination program, and financial wellbeing webinars, resources and tools. Managers have also been encouraged to give greater consideration to flexible working arrangements (such as flexible working hours, job-sharing, part-time work and telecommuting) in order to support the work–life balance of our employees.

The department changed the Employee Assistance Program provider to Benestar. The service provider offers employees access to services in the areas of individual wellbeing, organisational performance, incident management and workforce wellness. A driver of the change was Benestar’s capability to offer resources that support employees affected by domestic and family violence.

Leadership and Management Development Framework

The department’s commitment to career development is linked to our four core capabilities—leadership, management, core and technical. Each core capability has a specific enterprise program designed to achieve capability uplift across the department.

Throughout 2017–18, we continued to focus on building communication, project management, leadership and management capabilities. To enhance these capabilities,
the department utilises online learning opportunities through Lynda.com and continues to offer the Persuasive Communications program.

The Working with People Program has provided managers with underpinning knowledge and practical management strategies to enable them to lead their teams in delivering divisional operational plans.

**Industrial and employee relations**

The department has a contemporary Human Resource Management Framework that includes a suite of resources and guidance on employee entitlements and resolving issues that may arise in the workplace. Information is proactively distributed and assistance is provided to managers and employees to ensure employees are receiving their correct entitlements.

Resources are continually being refined and updated to ensure managers and employees have the knowledge and tools to understand industrial entitlements and processes, particularly with the general protections regime, appeal rights, conversion of temporary and casual employees to permanent status, and the application process and disputes procedure for flexible working arrangements.

Ongoing consultative discussions are held with Together Queensland, the Industrial Union of Employees, and Professionals Australia through regular formalised meetings of the Agency Consultative Committee. Essentially, the role of the Agency Consultative Committee is to ensure that the department implements and complies with all relevant arrangements under the *Industrial Relations Act 2016*, *Public Service Act 2008* and *State government entities certified agreement 2015*, with particular focus placed on current and emerging industrial issues, workforce strategy and organisational change issues.

**Open data**

The department has now released 297 datasets comprising 1080 individual data resources.

The following datasets for annual reporting purposes are also available on the Queensland Government data website at www.data.qld.gov.au:

- consultancies
- overseas travel
- Queensland language services policy.

**Early retirement, redundancy and retrenchment**

During the period, two employees received redundancy packages at a cost of $191,585. Employees who did not accept an offer of a redundancy were offered case management for a set period of time, during which reasonable attempts were made to find alternative employment placements.