

Corporate governance

DPI&F works with our government stakeholders and ambassadors to achieve effective governance of our business activities. This section provides information on our corporate governance framework, our corporate governance performance and future directions.



Our corporate governance framework

Our corporate governance framework guides the department's overall purpose, sets objectives for the year, and provides systems and processes for managing information and our resources. The framework emphasises values, including ethics, openness and public accountability, and is comprised of the following committees:

Senior Executive Team

Reports to the Director-General

The Senior Executive Team (SET) includes our executive representatives from each business group.

In 2007–08 SET drove a major shift in the department's strategic direction with the introduction of the 'fresh approach', and the associated Biosecurity, Fisheries, and Corporate Development Strategies.

The year was a challenging one for SET—leading strategic change while also responding to major biosecurity issues such as equine influenza, Asian mussels and hendra virus. SET also provided strategic direction to the department's involvement in the national Callinan Inquiry into Biosecurity, the National Research, Development and Extension Framework for Primary Industries, and the national climate change agenda.

SET led the Achievement Planning and Leadership Impact work of the department to ensure that senior leaders and staff were engaged and focused on enhancing the department's service delivery framework to produce better outcomes for the state's primary industries.

SET met on 24 occasions, implemented 356 actions, and received a total of 320 papers, including quarterly departmental performance analysis reports and budget reports.

In 2008–09 SET will focus on consolidating the department's 'fresh approach' to build a skilled workforce, to network and modernise service delivery and to capitalise on research and development potential to build growth in the sector. SET will also oversee the implementation of the Biosecurity and Fisheries Strategies to complement activities planned to enhance industry development services.

Corporate Governance Advisory Board

Reports to the Director-General

The Corporate Governance Advisory Board (CGAB) was formed in 2004 for the purpose of providing independent advice to the Director-General on governance-related issues and aspects of the department's business that will help deliver its mandate.

CGAB's role is to ensure the integrity and performance of the structures that support the leadership role of the Director-General and to stimulate a culture of collective responsibility for the overall performance of the agency. CGAB aids in the provision of transparent collegiate responsibility and encourages agency-wide adoption of governance principles as well as an ongoing forum to ensure their successful integration. The Board, in its role of observing governance, accountability, leadership and risk management considered, discussed, with recommendations as appropriate, the following key topics during 2007–08 include:

- animal science model to provide a structured approach and give staff clarity, meaning and line of sight regarding priorities and activities that lead to outcomes
- DPI&F's position in relation to the Queensland Climate Change Centre of Excellence
- emergency response issues such as human influenza pandemic outbreak and how the department continues to prepare



- emergency events such as equine influenza
- Queensland Biosecurity Strategy
- Enhanced service delivery/‘fresh approach’ progress
- standing agenda item reports on risk management, audit, finance, regulatory policy review, animal ethics, firearms, insitutional biosafety, human resource management and workplace health and safety issues.

The CGAB is currently under review with the view to amalgamating with the Audit Committee to create a Governance, Audit and Performance Board with an independent chair and external members.

Audit Committee

Reports to the Director-General and supports the corporate governance work of SET

- advises on significant audit issues facing DPI&F and adequacy of internal controls, as per Queensland Treasury Audit Committee guidelines
- reviews reports by the Queensland Audit Office and DPI&F’s Internal Audit Unit
- may direct significant matters to be investigated immediately by Internal Audit Unit.

Key 2007–08 outcomes

- approved DPI&F’s strategic and annual internal audit plans, and endorsed external auditor’s client service plan
- reviewed internal and external audit reports to ensure DPI&F management addresses all significant matters
- prepared DPI&F’s financial statements, monitored GST and fringe benefits tax compliance and resolved several complex financial accounting disclosure issues
- reviewed and monitored regional site assessment review annual work plan
- reviewed performance of DPI&F’s Internal Audit Unit
- reviewed Auditor-General reports to parliament to identify potential risks to DPI&F
- monitored the Fraud and Corruption Control Policy and reported to the Crime and Misconduct Commission.

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Internal Audit Unit

Reports to Audit Committee and Director-General:

- established under the *Financial Administration Audit Act 1977*, Section 36(1)(i)
- charter complies with the Financial Management Standard, Section 77, and gives audit staff unrestricted access to all DPI&F functions, property, personnel, records, activities, files and other documentation
- provides independent, authoritative advice on DPI&F's activities.

Key 2007–08 outcomes

- undertook compliance, operational, regional and information system audits
- conducted follow-up activity based on management response to audit recommendations
- prepared certifications to a number of funding bodies for research funds provided
- assisted Queensland Audit Office with audit of DPI&F financial statements.

The Audit Committee endorsed the performance of the Internal Audit Unit, with an internal survey rating audit and customer-service performance (4.4 out of a possible 5 points).

Project and Performance Management Improvement Project Board

The Project and Performance Management Improvement (PPMI) Project Board is a SET sub-committee chaired by the Assistant Director-General, Corporate Capability. DPI&F is continuously working to improve how it manages its programs, activities and projects and to ensure that it is meeting its performance goals and objectives.

In order to further this aim this board is focused on:

- providing a common project management approach that meets the needs of DPI&F, project leaders, line managers, investors, planners and management
- providing the best systems solution(s) to support project management, project administration and performance management
- eliminating the reliance on local systems to support project management, project administration and performance management
- providing the ability to report across alternate performance views. For example, by portfolio; industry; region; significant initiative; major issue; strategic plan strategies; program; and service delivery statement reporting.

Information and Communication Technology Governance Board

The purpose of the ICTGB is to approve the Information and Communications Technology (ICT) Resources Strategic Plan, ensuring that ICT resources are directed at meeting agency and whole-of-government strategic objectives. The board also evaluates and authorises new projects, monitors the risks associated with ICT initiatives, reviews progress on existing projects and identifies any areas where ICT can improve departmental and/or whole-of-government work. Examples of projects that have aimed to reduce costs to the department this year include:

- laboratory information management system—a major corporate project designed to reduce risk of litigation and mitigate against incorrect decisions about biosecurity threats.
- document and records management—this project ensures departmental compliance with legislation, reduces risk and better supports investment decisions



- project and performance management—this project will embed best practice project management across the organisation. It also addresses improvements to the performance management framework of the department
- corporate image management—a system for managing and sharing images
- scientific digital data repositories—a cost-saving project that reduces the loss of intellectual property and enhances the management and care of researched data.

Investor Committee

- The Investor Committee is a sub-committee of SET and is an advisory committee to the Director-General and SET, focusing on strategic business planning and investment, budgeting and financial management, areas of financial risk and performance reporting.
- The Investor Committee provides leadership and advice on the department's resource investment strategies and oversees the annual allocation of operating and capital budgets to ensure alignment with government and departmental priorities. The Investor Committee also monitors the ongoing financial position of the department, providing timely advice to the Director-General and SET on strategies to mitigate financial risk and issues that may impact on financial and budgetary performance.

Key outcomes in 2007–08 included

- a strengthening and streamlining of financial governance structures by amalgamating the functions and responsibilities of the Finance and Capital Planning SET Sub-Committees with the Investor Committee
- the achievement of our financial management and performance targets in challenging fiscal climate

- integration of financial and performance information in line with our business model and investment framework
- a comprehensive review and financial assessment of the cost drivers underpinning the department's fee-for-service activities.

Institutional Biosafety Committee

- monitors and coordinates DPI&F research involving genetically modified organisms, as required under the Australian Government's *Gene Technology Act 2000*
- works closely with the Australian Government's Office of the Gene Technology Regulator to ensure the department complies with all gene technology regulations.

Key 2007–08 outcomes

- inspected all DPI&F facilities involved in research with genetically modified organisms to ensure compliance with Australian Government certification standards
- ensured all relevant DPI&F research staff were appropriately trained
- prepared an annual report for the Office of the Gene Technology Regulator.

Details of 2007–08 membership and meeting attendance for each committee is provided in Appendix 4.



Our corporate governance performance

This section provides information on DPI&F's corporate governance performance in the areas of:

- risk and emergency management
- ethical conduct (including our Code of Conduct)
- workplace health and safety (including WorkCover claims)
- freedom of information
- privacy
- environmental responsibilities (including consumption and carbon emission data).

Information on public recordkeeping is detailed in Appendix 9.

The support and protection of whistleblowers is detailed Appendix 10.

Complaints management is detailed Appendix 11.

Risk management

DPI&F continued to develop and implement its Enterprise-wide Risk Management (EwRM) Framework by integrating risk management practices into key business processes at the strategic, business, project and activity levels of the department. The key components of the department's EwRM framework are:

- a clear risk policy that is widely circulated throughout the department
- a strategic risk register that identifies key elements of each strategic risk
- a comprehensive and systematic process for identifying, analysing, evaluating and treating risks as part of the department's business planning cycle
- clear assignment of responsibilities for managing risk and monitoring and reporting risk, especially risks that cut across core business activities and organisational boundaries
- processes for the monitoring and continual improvement of DPI&F's risk management processes.

Key outcomes in 2007–08

Developed and implemented processes detailed in the Department of Premier and Cabinet and Queensland Treasury *Strategic risk management guidelines* and the Queensland Audit Office's *Better practice guide on risk management* including:

- identifying, assessing and treating risks at the strategic, business, project and activity levels
- ongoing reporting of strategic risks to the Corporate Governance Advisory Board
- quarterly reporting of the implementation of business group risk treatment strategies
- developed a risk management training package specifically targeted to regional priorities
- undertook operational risk assessments for key departmental programs and projects
- participated in whole-of-government risk management forums to advance risk management practices.

Key priorities for 2008–09

- continue embedding the EwRM Framework across DPI&F
- review the EwRM Framework and risk management standard to ensure world best-practice in risk management
- produce risk management guidelines for DPI&F for staff undertaking risk management activities
- assist with the development and implementation of the new 'Clarity' risk management database to enhance DPI&F's recording and reporting on project risks
- continue integration of DPI&F's risk management tools into all contextual levels of business planning across the department
- conduct targeted risk management training across the business groups and regions.



Emergency management

DPI&F has a responsibility as the 'lead agency' to prepare for, and to combat, plant and animal diseases in Queensland. The department has a comprehensive approach to managing natural or man-made disasters, involving preparation, prevention, response and recovery activities (PPRR), underpinned by the Queensland Government's Disaster Management Strategic Policy Framework.

Key outcomes in 2007–08

In its wide-ranging emergency management role, DPI&F responded to and implemented recovery operations for the following major events in 2007–08:

- equine influenza outbreak in south-eastern Queensland
- fire ant eradication Gladstone and South-East Queensland
- electric ants in Cairns
- yellow crazy ants in south-eastern and northern Queensland (ongoing)
- citrus canker at Emerald (nearing completion)
- central and northern Queensland floods
- Asian green mussels in northern Queensland (ongoing)
- Asian honey bee in northern Queensland
- sugarcane smut.

As part of our whole-of-government focus, DPI&F was an active member of the following Queensland disaster groups and committees:

- State Disaster Management Group
- State Disaster Coordination Group
- State Disaster Mitigation Committee
- State Community Recovery Committee
- Chemical, Biological and Radiological Steering Committee
- Tsunami Community Warning Working Group
- Queensland Counter Terrorism Committee
- Government Asset Protection Network.

In its wide-ranging emergency management role, DPI&F responded to and implemented recovery operations for a number of major events in 2007–08.



During 2007–08, DPI&F developed, implemented and reviewed the following ‘all hazards’ emergency management arrangements under the four components of the government’s comprehensive PPRR approach:

- *Prevention*—arrangements that prevent or mitigate the impact of an emergency on the department or the community including:
 - strategic, business group and business unit risk assessments
 - major key asset risk assessments
 - key asset risk assessments.
- *Preparedness*—arrangements that ensure the department is prepared to deal with an emergency, including:
 - Emergency Response Group Agreement
 - The Role of Biosecurity Queensland in Emergency Events: A Tool for All Levels of Government (version 1.1)
 - DPI&F Emergency Management All Hazards Strategic Policy Framework
 - DPI&F Information Security Plan
 - Primary Industries Building General Security Plan (version 2.0)
 - Animal Research Institute Yeerongpilly General Security Plan (version 1.0)
 - training for RSPCA, environmental health officers and animal control officers on emergency diseases and biosecurity practices incorporating the Biosecurity Queensland Control Centre and the Emergency Management Unit.
- *Response*—arrangements that provide an effective response immediately following the emergency, including:
 - Biosecurity Emergency Operations Manual (draft version)
 - Biosecurity Queensland Control Centre Emergency Management Unit: Discussion Paper (version 1.5.1)
 - Corporate Capability Emergency Management ‘All Hazards’ Operational Plan (draft version 0.1)
 - Primary Industries Building On-site Emergency Response Plan (version 2.0)
 - Animal Research Institute Yeerongpilly On-site Emergency Response Plan (version 2.0).
- *Recovery*—arrangements that provide for the recovery or restoration of the department affected by the emergency impact, including:
 - DPI&F Business Continuity Management Plan (version 2.1)
 - DPI&F Pandemic Influenza Plan (draft version 0.2)
 - Counter-terrorism activities—Government Asset Protection Project
 - DPI&F IT Disaster Recovery Plan
 - Animal Research Institute Yeerongpilly Business Continuity Plan (version 4.1).



Key priorities for 2008–09

Continue to develop and implement DPI&F’s Emergency Management All Hazards Strategic Framework and subordinate operational plans to better improve its preparedness for, response to and recovery from major events affecting Queensland. This includes:

Prevention	Arrangements preventing or mitigating the impact of an emergency on the department or the community	<ul style="list-style-type: none"> • strategic, business group and business unit risk assessments • key asset risk assessments
Preparedness	Arrangements ensuring DPI&F and the community are prepared to deal with an emergency	<ul style="list-style-type: none"> • Biosecurity Emergency Operations Manual • Emergency Response Group Agreement • The Role of Animal and Plant Biosecurity in Emergency Events: A Planning Tool for Local Government • DPI&F Emergency Management All Hazards Strategic Policy Framework • Corporate Capability Emergency Management All Hazards Operational Framework • DPI&F Information Security Plan • Key Asset Security Plans • training for RSPCA, environmental health officers and animal control officers on emergency diseases and biosecurity practices incorporating the Biosecurity Queensland Control Centre and the Emergency Management Unit
Response	Continued arrangements providing for an effective response immediately following an emergency	<ul style="list-style-type: none"> • Biosecurity Emergency Operations Manual • Biosecurity Queensland Control Centre Emergency Management Unit • On-site Emergency Response Plans
Recovery	Arrangements providing for the recovery or restoration of DPI&F and the community affected by the emergency	<ul style="list-style-type: none"> • DPI&F Business Continuity Management Plan • DPI&F Pandemic Influenza Plan • DPI&F IT Disaster Recovery Plan • Key Asset Business Continuity Plans



Ethical conduct

Ethical conduct continues to be an integral part of the responsibilities of all staff. DPI&F's Corporate Integrity and Governance Unit provides advice to staff on ethical issues, including conflicts of interest. DPI&F aims to continue to build its capacity for dealing with employee performance and conduct matters.

DPI&F has a range of corporate standards and procedures to guide staff in their daily work. These include standards, policies, delegations in the areas of human resources, ethical behaviour, finance, information technology, procurement and administration. These are available to all staff online or in hard copy. Staff can also seek advice on ethical issues, including conflicts of interest, from our Corporate Integrity and Governance officers.

Code of Conduct

As required under the *Public Sector Ethics Act 1994*, DPI&F's Code of Conduct is available online to all staff to provide guidance about ethical decisions, performance and behaviour while at work. All new staff must undertake training in the Code of Conduct as part of their induction, and refresher training is available online at any time. The Code of Conduct is available to external parties online or by request.

Key 2007–08 outcomes

- reviewed and updated DPI&F's Code of Conduct
- delivered five training sessions on workplace conduct issues to staff in Brisbane and key regional centres in partnership with the Crime and Misconduct Commission to increase awareness of rights and responsibilities, reporting and managing allegations of official misconduct, whistle blowing and conflicts of interest
- formal training, coaching and mentoring of human resources coordinators and managers involved in actual cases.

Workplace health and safety

DPI&F continues to provide a safe and healthy work environment for its staff, contractors and visitors.

During 2007–08, DPI&F:

- continued to implement its workplace health and safety action plan involving appointing regional health and safety coordinators, implementing effective management tools and conducting safety leadership workshops for 150 staff
- enhanced our collaborative relationship with the Shared Services Agency, enabling joint health and safety initiatives.

Key 2007–08 outcomes

- significant reduction in the number and severity of injuries in our Biosecurity Queensland Control Centre as a result of high-quality health, safety and rehabilitation management systems and staff commitment
- low incident rate during emergency management of equine influenza outbreak
- reduction in long-term outstanding WorkCover claims and significant reduction in expenses for statutory claims, resulting in superior achievement towards whole-of-government targets for reducing number and cost of claims
- continued improvement in DPI&F's performance against the Healthier and Safer Workplaces Strategy.



WorkCover claims

During 2007–08, DPI&F collaborated with WorkCover Queensland to better manage WorkCover claims and provide employees with maximum assistance to recover and return to normal or alternative duties. As a result, there has been fewer long-term outstanding WorkCover claims, and a significant reduction in statutory claims expenses compared to previous years. However, this will not reduce premiums for three years due to the WorkCover experience rating system.

Figure 29: DPI&F WorkCover claims, 2004–05 to 2007–08

Statutory claims	2004–05	2005–06	2006–07	2007–08
Number of claims				
–Psychological	13	13	8	3
–Non-psychological	364	333	167	104
Total claims	377	346	175	107
Claims costs				
–Psychological claims cost	\$88,950	\$152,394	\$67,754	\$42,000
–Non-psychological claims cost	\$951,382	\$933,614	\$939,350	\$564,788
Total statutory claims cost	\$1,040,332	\$1,086,008	\$1,007,104	\$606,788

Common law claims	2004–05	2005–06	2006–07	2007–08
Psychological	16,342	316,563	0	0
Non-psychological	1,340,368	449,476	785,760	677,154
Total common law claims	1,356,710	766,038	785,760	677,154

Figure 30: Percent change in DPI&F WorkCover claims

	Variance to prior year (%)
Total statutory claims	↓ 39.7
Non psychological claims	↓ 40.0
Psychological statutory claims	↓ 38.0
Total common law	↓ 14.0
Psychological common law claims	0 claims
Total claims experience	↓ 28.0

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Freedom of information

Under the *Freedom of Information Act 1992* (FOI Act), members of the community have a legal right to access documents held by DPI&F. Documents must be disclosed on request, unless there are justifiable grounds for exemption. Fees and charges apply to all FOI applications, apart from those relating to personal affairs. Each application is processed under the FOI Act. Figure 31 provides information about FOI applications for 2007–08.

Figure 31: Freedom of information statistics, 2005–06 to 2007–08

	2005–06	2006–07	2007–08
Personal applications	12	16	6
Non-personal applications	67	31	43
Applications to amend personal affairs information	0	1	0
Total applications received	79	48	49
Withdrawn or transferred applications	22	4	11
Number of documents granted full access	6,640	4,666	2,098
Number of documents refused full access	1,771	3,286	120
Number of documents granted part access	497	853	588
Total number of documents considered	8,908	8,805	2,806
Internal reviews made	11	9	6
External reviews made	5	2	4

In September 2007, an independent review panel was established to review the FOI Act. As a result of their report, draft bills called ‘The Right to Information Act’ and the ‘Privacy Act’ will be released for consultation in late 2008. These bills are likely to be introduced in 2009.

DPI&F’s FOI Statement of Affairs is detailed in Appendix 12.



Privacy

A privacy scheme was introduced for the Queensland public sector in 2001 as part of the Queensland Government's endorsement of Information Standard 42. This standard establishes a framework for the responsible collection and management of personal information in the Queensland public sector. DPI&F uses this framework when dealing with personal information. In 2007–08, DPI&F's Privacy Contact Officer did not receive any complaints relating to privacy.

Environmental responsibilities

DPI&F is committed to Queensland Government strategies including the Environmental Protection (Waste Management) Policy 2000 and ClimateSmart 2050. In line with these strategies, we continued to encourage staff to recycle our waste and reduce our consumption of water, fuel, energy and paper with the aim of reducing the government's carbon footprint.

Water

DPI&F has reduced water consumption at its facilities across the state by 18,401 kL to 131,277 kL during 2007–08. This is 14% lower than our 2006–07 usage. The reduction meets local and state guidelines. We developed and implemented a statewide water savings plan to prioritise water efficiency savings at all departmental sites. The key objectives of the plan are to:

- meet the requirements set down by the Queensland Water Commission, local governments and the Government Energy Management Strategy
- investigate new technologies to reduce water consumption by primary industries
- develop water savings that promote the department as a leader in water management, and
- reduce overall water consumption in an efficient and cost-effective manner.

Under this plan, we will harvest rainwater, waste water and desalinated water, undertake repairs to reduce water losses and implement measures to reduce water consumption.

Energy

DPI&F is committed to the Government Energy Management Strategy and we continue our efforts in the contestable market. Electricity usage is now being recorded for all building/non-building use in both owned and leased premises and this year's consumption of 24.5 million kWh will form a benchmark for future reductions. As part of the government's program to achieve carbon neutral status for government office buildings by 2020, we have commenced energy audits on a representative sample of 10 sites around Queensland. We are auditing current energy usage and identifying measures to meet savings targets. During 2007–08, we finalised the replacement of computer screens with low-energy models, with more than 99% of departmental computers now having LCD screens.

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Paper

We reduced our use of copy paper by approximately 4% in 2007–08. This has been achieved through the continuing introduction of multi-functional copiers using double-sided printing throughout the department. We also encourage recycling of paper and have a contract with a paper recycling company to help achieve this outcome.

Asbestos

We continue to monitor, remove and dispose of asbestos at departmental facilities and are recording data on its occurrence and condition in the whole-of-government Built Environment Materials Information Register. During 2007–08, 11 facilities and six residential properties were audited for asbestos-containing materials. An asbestos awareness training package has been developed and is available to staff.

Vehicle fleet

During 2007–08, we increased our fleet by 2.8% to 748 vehicles. The increase was mainly due to the transfer of Biosecurity Queensland vehicles from the Department of Natural Resources and Water. During the same period, the department increased the percentage of four cylinder vehicles in the fleet from 36.6% to 49.3%.

126 We purchased more than 1.6 million litres of fuel for approximately \$1.9 million in 2007–08. Consumption of E10 fuel (containing ethanol) increased from 5.5% of the total to 15.2%.

Carbon dioxide emissions

Six gases have been identified under the Kyoto Protocol as the main gases that contribute to our carbon footprint. These gases are carbon dioxide, hydrofluorocarbons, methane, nitrous oxides, perfluorocarbons and sulphur hexafluoride. As part of standard emission accounting practices, these gases are reported as carbon dioxide equivalent emissions (CO₂-e).

The Queensland Government is developing whole-of-Government systems to standardise reporting on carbon emissions (measured in CO₂ equivalents). The basis for this reporting is consistent with national and international standards including definitions outlined in the AS Standard ISO 14064 and the Australian Government's *National greenhouse accounts (NGA) factors* workbook, on the following page:



Scope 1	Emissions that occur from sources that are owned or controlled by the company (e.g. emissions from departmental controlled vehicles, diesel generators, gas boilers).
Scope 2	Emissions classed as indirect emissions solely from the generation and consumption of purchased electricity or steam or heating/cooling). Scope 2 emissions are physically produced by the burning of fuels (eg. coal, natural gas) at the power station or facilities not controlled by the organisation.
Scope 3	Emissions resulting from actions of a company, but occurring from sources not owned or controlled by the company. Their inclusion should be based on their relevance to the operations of the organisation. More broadly, Scope 3 emissions can include: <ul style="list-style-type: none">—employee business travel (in vehicles or aircraft not owned or leased by the reporting organisation)—employees commuting to and from work—extraction, production and transport of purchased fuels consumed—extraction, production and transport of other purchased materials or goods—generation of electricity that is consumed in a transport and delivery system (reported by end user)—out-sourced activities, and—transportation of products, materials and waste.

In 2007–08, all Queensland Government agencies are reporting on carbon emissions from:

- vehicles
- purchased electricity
- domestic and international air travel on commercial airlines.

The Queensland Government is committed to continuing to improve data collection methods and reporting carbon emissions in line with national and international standards. While the best available data has been used, in some instances estimates have been reported due to the limitation of data collection systems. For example, in government-owned buildings where there are multiple tenants and the electricity usage cannot be attributed to a single agency, the Department of Public Works (DPW) calculates the electricity usage by tenanted agencies based on the m² leased.



Figure 32: DPI&F's reportable carbon emissions, 2007–08

Emissions standard	Category	Carbon emissions (tonnes of CO ₂)	Notes
Scope 1	QFleet vehicles	4,980 tonnes	1a
	Agency owned and/or specialised vehicles, boats and farm equipment	2,830 tonnes	1b
Scope 2	Purchased electricity for major workplaces:		
	<ul style="list-style-type: none"> government-owned premises premises leased from the private sector 	20,844 tonnes 4,807 tonnes	2a 2b
Scope 3	Domestic air travel on commercial airlines	1,136 tonnes	3
	International travel on commercial airlines	235 tonnes	3
Total		34,832 tonnes	

Notes:

1a The 2007–08 Vehicle CO₂ emissions figure represents the estimated cumulative emissions for the period 1 July 2007 to 30 June 2008. It takes into account progressive changes in the size and composition of the fleet during the 12 months, including vehicle replacement. The figure is derived for each fleet vehicle leased using:

- the lease package details (time and kilometres)
- CO₂ emissions data from testing in accordance with Australian Design Rules for emissions and fuel consumption labelling.

Data provided by QFleet reflect CO₂ emissions and not CO₂ equivalent, and these calculations also exclude any secondary or indirect emissions.

1b DPI&F owns a range of specialised plant and equipment, such as light vehicles, all-terrain vehicles, motorcycles, heavy trucks, vessels, tractors and other on-farm equipment. Total fuel usage has been estimated from bulk fuel supplies and fuel card purchases. We assumed that the amount of CO₂ produced from a litre of fuel is the same regardless of the equipment category, engine class or CO₂ rating.

2a Electricity—government-owned premises

These figures are based on actuals from current available records of electricity accounts received by DPW, applicable for the period 1 July 2007 to 30 June 2008. All electricity consumption has been converted to carbon emissions using a combined Scope 2 and Scope 3 conversion factor of 1.04 kg CO₂-e/kWh as recommended in the Australian Government's *National greenhouse accounts (NGA) factors workbook*.

2b Electricity—premises leased from the private sector

These figures are based on actuals from current available records of electricity accounts received by DPW, applicable for the period 1 July 2007 to 30 June 2008 on full-year leases. Where full-year records were not available, data has been apportioned/extrapolated to provide an estimate of full-year usage. Where leases are less than 12 months old the data relates to the actual period the lease was in place. Based on historical data, tenant energy consumption equates to approximately 55% of total building energy use. The remaining 45% used to air-condition the building and light the common areas of a building forms part of the carbon emissions for individual tenants. This 45% has been added to known electricity consumption for private sector leased accommodation.



3 Air travel includes all recorded air travel booked under arrangements managed by the Queensland Government Chief Procurement Office (QGCPO) for:

- international travel on all airlines
- domestic air travel on both the mainline 'trunk' carriers (Qantas and Virgin Blue)
- travel on smaller, regional carriers for the period 1 July 2007 to 30 June 2008.

QGCPO calculates the number of passengers per sector for domestic air travel (Qantas, Qantaslink, Jetstar and Virgin Blue) for the period 10 Dec 2007 to 30 June 2008. This information is then passed on to the respective airline for calculation of carbon emissions.

For regional and international air travel for 2007-08 and domestic air travel (as defined above) for the period 1 July 2007 to 9 December 2007 the following methodology is used:

- From data provided by each airline, agency or travel management company, QGCPO calculates the kilometres flown. The kilometre figure is divided by 100 and multiplied by an industry average number of litres of fuel burnt per passenger per 100 km. A factor of 5 has been used for regional, international and domestic travel.

Environmental outlook for 2008-09

In 2008-09, we will continue to streamline waste management and energy saving processes:

- review and update our waste management plan
- refine and simplify reporting mechanisms for waste reduction and carbon dioxide emissions
- implement energy saving recommendations from the audits of the 10 representative departmental facilities and extrapolate the results to other sites
- implement energy saving initiatives on lighting and air-conditioning in the DPI&F building in Brisbane.



Future directions

Working 'behind the scenes' to improve the way we do business

Improving the way we do business is all about making sure the Queensland Government's annual investment of more than \$250 million in DPI&F is effectively and efficiently managed and balances the diverse and changing needs of our stakeholders and clients. To meet DPI&F's strategic objective of accelerating the growth of Queensland's primary industries, we must ensure we are making the most of our valuable human, financial and physical resources.

To guide these efforts over the next five years (2008–13), DPI&F has produced a corporate development strategy to provide a vision of how the 'behind the scenes' corporate functions of DPI&F can be improved by working together. Through a 'fresh approach' to corporate development, DPI&F can better support the management and delivery of our programs and projects, better maintain facilities, better look after staff and finances and ensure clients and stakeholders are appropriately engaged. The strategy will address the following four key priorities:

- increasing the value created by DPI&F resources
- ensuring DPI&F is a constructive and aligned organisation
- improving administrative efficiency
- ensuring benefits from good organisational governance.