# Corporate PLAN 2014–2019

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## FROM the Chairman

As an Australian statutory authority, the Great Barrier Reef Marine Park

Authority’s objective is the long-term protection of the Great Barrier Reef.

As the trustees of this natural wonder, we must ensure the Reef remains a healthy ecosystem — one that enriches the lives of future generations just as

it has for us today. We must now respond strongly to our recent assessments that show the system is under pressure.

Our work over the past 40 years in managing the Marine Park is recognised as world-leading and has set a benchmark for our future efforts.

This Corporate Plan identifies our key priorities for the next five years in responding to the challenge of improving the health of the Great Barrier Reef, while managing

a multiple-use area. These priorities will shape the way our agency operates into the future.

This plan is informed by the findings of the *Outlook Report 2014* and the *Great Barrier Reef Region Strategic Assessment Report*. These reports are the largest and most up-to-date body of work about the Reef. It will implement and operationalise our 25-year management plan outlined in the *Great Barrier Reef Region Strategic Assessment Program Report.*

This plan sits within a broader framework of cooperation between the Australian and Queensland governments, the Great Barrier Reef Intergovernmental Agreement. The agreement began in 1979 and was updated in 2009. It recognises that key pressures on the Reef, such as climate change impacts, catchment water quality and coastal development cannot be effectively addressed by either government on their own.

An overarching long-term sustainability plan, jointly developed by the Australian and Queensland governments also provides direction and guidance for organisations and individuals whose actions are important in sustaining the health of the Reef. This includes the public, industry, researchers, Indigenous people, governments and decision makers.

This Corporate Plan will be reviewed and adjusted each year to take account of new information, emerging issues and progress on implementing key initiatives.

A major review will be undertaken every five years in line with the Authority’s five-yearly

Outlook Report.

Russell Reichelt

*Chairman*

## THE Great Barrier Reef MARINE PARK AUTHORITY

The Great Barrier Reef Marine Park Authority (the Authority) is an Australian Government statutory agency responsible for protecting and managing the environment, biodiversity and heritage values of the Great Barrier Reef Region.

We report to the Australian Government Minister for the Environment and advise the Minister on the management of the Great Barrier Reef Marine Park.

### OUR vision

A healthy Great Barrier Reef for future generations.

The Great Barrier Reef is a special place that people value and rely upon.

It is a vast and remarkable tropical ecosystem — supporting thousands of species. The breathtaking beauty and extraordinary diversity of the Great Barrier Reef is a source of joy and awe to people around the world.

It is a place of inspiration, tranquillity and excitement for millions of visitors each year who marvel at the world that unfolds below, and the marine creatures that depend on its habitats. It is home to great spectacles of nature each and every day, providing lasting memories for those who experience it.

The Reef’s waters and its shores are home to vibrant, productive, innovative and diverse industries that drive coastal economies, and Indigenous connections that stem back tens of thousands of years.

Its rich natural and cultural heritage supports a myriad of benefits which sustain human needs and wellbeing.

We are its trustees. It is incumbent upon all of us to ensure this natural wonder remains a healthy ecosystem — one that enriches the lives of future generations just as it does for us today.

### OUR mission

The long-term protection, ecologically sustainable use, understanding and enjoyment of the Great Barrier Reef for all Australians and the international community through the care and management of the Marine Park.

### OUR goals

To achieve our mission and make our vision a reality, the Authority will focus its management on achieving four goals:

Protect and restore the Reef’s ecosystem health and biodiversity

Many of the values that underpin the Reef’s health and biodiversity remain in good condition, but their condition is declining. Of particular concern is the condition of coral reefs and seagrass meadows — fundamental habitats in the Reef ecosystem. Having a healthy Great Barrier Reef into the future requires continued protection of all its natural values as well as restoration of those that have declined.

Safeguard the Reef’s heritage

From ongoing Indigenous cultural connections to a rich maritime history, the Great Barrier Reef’s heritage values are an intrinsic part of the strong links that communities have to the Region. The future of these values is strongly intertwined with the health and resilience of the Reef itself.

Ensure ecologically sustainable use and benefits for current and future generations

The Great Barrier Reef has long been a multiple-use area that supports industries and coastal communities — providing a wide range of benefits. Two important

parts of having a healthy Reef into the future will be ensuring that use of the Region is to a standard that reflects the area’s global significance and fostering people’s understanding, enjoyment and appreciation of the Reef and all its values.

Reduce cumulative impacts

The impacts affecting the Reef’s values arise from a number of sources, both within the Region and beyond its boundaries. They are acting in combination to affect, sometimes seriously, the values of the Region. Achieving a healthy and resilient Reef into the future requires an explicit and concerted focus on reducing all impacts on it.

### OUR values

Guided by Australian Public Service Values and Code of Conduct, we will endeavour to foster a workplace culture that demonstrates:

leadership — lead by example, striving for innovation and excellence

integrity — to act honestly and transparently and be accountable for our work

partnership — engage and collaborate respectfully with others so we are responsive and diligent.

## OUR operating environment

### OUR legislative environment

Our legislative operating environment is shaped by the *Great Barrier Reef Marine Park Act 1975*, the *Public Governance, Performance and Accountability Act 2013*, the *Public Service Act 1999*, the Great Barrier Reef Intergovernmental Agreement with the State of Queensland, and a range of memoranda of understanding.

The *Great Barrier Reef Marine Park Act 1975* provides for the long-term protection

and conservation of the environment, biodiversity and heritage values of the Region. It allows for ecologically sustainable use and encourages stakeholder engagement in the protection and management of the Region. The Act sets out our role and, through its objects, provides the fundamental basis for management of the Region.

### Condition and trend of the Reef

The Authority’s *Great Barrier Reef Outlook Report 2014* and *Strategic*

*Assessment Report* found that, while the outstanding universal value of the World Heritage Area remains largely intact, the overall health of the Reef ecosystem, especially inshore in the southern two-thirds of the Region, has declined significantly. Habitats in the north, further offshore and in deeper water have been subject to fewer impacts.

Traditional Owners with connections to the Region maintain their cultural practices and customs. However, because Indigenous heritage values are closely tied to land and sea country, many have deteriorated as changes in the

environment reverberate through their culture. Some historic heritage values such as historic shipwrecks and structures have been identified and recorded. They were assessed as being in good condition, though many will deteriorate with the passage of time.

The Great Barrier Reef retains the amazing natural beauty for which it is famous. However, its underwater health and aesthetic value has been reduced along its southern and inshore areas — largely as a result of declines in water quality, coral and seagrass.

### Factors influencing THE REEF

A number of factors influence the condition of the Region’s environment. These factors are affected by broad scale drivers of change.

The major threats to the future of the Reef are climate change, poor water quality from land-based runoff, impacts from coastal development and some remaining impacts from fishing. These factors have been driven by economic and population growth, particularly from within the Great Barrier Reef Region and adjacent catchments. Technological change has contributed to this growth but also brings significant potential to develop innovative new solutions to address the challenges facing the Reef.

Some of the challenges to addressing the threats to the Reef include:

* the spatial and longer temporal scale of threats facing the Great Barrier Reef
* the social biophysical and jurisdictional complexity of the Region and its management
* the multiple and compounding effects of impacts
* the diversity of stakeholders and sometimes conflicting interests
* many of the key impacts affecting the health of the Reef originate from regions outside the Authority’s jurisdiction.

### Reef 2050 – LONG-TERM SUSTAINABILITY PLAN

The Australian and Queensland governments are working together to develop a Long- Term Sustainability Plan for the Great Barrier Reef World Heritage Area. It draws together the outcomes of the Great Barrier Reef comprehensive strategic assessment to provide an overarching framework to guide the protection and management of the Reef from

2015 to 2050, including the future work program of the Authority.

### Deregulation AGENDA

The Australian Government recognises the impact that inefficient regulation can have on business and the community. As a result, the Government has set a target to reduce the cost of regulation by $1 billion each year.

A priority for the Authority will be to find opportunities to streamline our regulatory tools and processes while ensuring that high standards are maintained for the protection of biodiversity, heritage values and the environment and, in particular, matters of national environmental significance.

## OUR approach

The Great Barrier Reef Region is a multiple-use area, where biodiversity and heritage values are protected as well as the social and economic aspects of the environment.

The Australian and Queensland governments work in a long-term partnership to protect and manage the Region. The Field Management Program is a jointly-funded, cooperative partnership between the two governments. It undertakes operations and routine day-to- day management activities in the Marine Park, the adjacent Queensland Great Barrier Reef Coast Marine Park and on national park islands.

The Authority works in partnership with Traditional Owners on a range of sea country programs to conserve biodiversity and Indigenous heritage values, and promote sustainable use.

Management is also enhanced through partnerships and stewardship arrangements with Great Barrier Reef stakeholders, such as industry associations, scientists, local government and community groups.

Through a network of Reef Advisory Committees and Local Marine Advisory Committees, the Authority receives technical and stakeholder advice on a range of issues associated with the health, use and management of the Great Barrier Reef.

Informed by the best available science, the Authority works to ensure long-term protection of the Reef environment, recognising the needs of communities and industries that rely on a healthy Marine Park for their economic, cultural and social wellbeing.

The Authority uses a number of tools to protect and manage the Region, including zoning plans, plans of management, permits, policies and strategies, formal agreements and site management arrangements. Various management approaches are employed including education, planning, environmental impact assessment, monitoring, stewardship programs and enforcement.

Within the Region, a number of activities are strictly prohibited by legislation (such as mining and oil drilling) and other activities are carefully managed according to the principles of ecologically sustainable use.

The Authority does not have direct management responsibilities for areas or activities outside the Marine Park, except in a few specific circumstances. However, it recognises the interconnectedness of the terrestrial and marine natural systems, and the significant effects that land-based activities can have on the Great Barrier Reef ecosystem. Consequently, the Authority actively works with those government departments, industries and communities whose actions have the potential to affect the marine ecosystem.

## **Our comprehensive MANAGEMENT PROGRAM**

Through the *Great Barrier Reef Marine Park Act 1975*, the Authority has a clear and long-standing responsibility to protect and manage the Great Barrier Reef. Over the past three decades, the Authority has established a strong and comprehensive set of management arrangements to protect the Reef and adapted them in response to emerging issues and improved understanding.

The Authority’s comprehensive management program builds on the strong foundational management arrangements already in place to protect biodiversity and heritage

values and provide for ecologically sustainable use. The Authority will continue these arrangements and, drawing on the recommendations of the *Strategic Assessment Report,* the Authority has committed to adopting a suite of measures to strengthen management. The Authority will:

* Implement an outcome based adaptive management framework
* Ensure the best available knowledge is captured and used to inform

management decisions

* Deliver effective and efficient environmental regulation
* Strengthen engagement
* Maintain a high performing, organisation.

### STRATEGY 1

#### Implementing an outcome-based adaptive management framework

The dynamic and complex nature of the Great Barrier Reef ecosystem, the pace of change in factors affecting it, and improving knowledge about both the ecosystem and its impacts means the Authority needs to be flexible and adaptive in its management into the future.

The Authority recognises that to achieve its outcomes for a system as dynamic and complex

as the Great Barrier Reef — in both its natural and human dimensions — we must chart a new course.

The Authority will:

Adopt clear outcomes for the future of the Reef’s values and specific, measureable targets to ensure actions within the Region and the catchment are focused on the delivery of outcomes critical to the health of the Great Barrier Reef, and the restoration, maintenance and enhancement of the Region’s values.

Develop an integrated monitoring and reporting program to measure performance against the outcomes and targets and to guide adaptive management. The integrated monitoring and reporting program will improve the interface between knowledge and management and support performance evaluation. At its highest level, evaluation of the effectiveness of the management program will be through the statutory five-year Outlook reporting cycle. The findings of each report will inform the Authority’s five-yearly priorities and be the principal guide to adaptive management.

Use the best available information including scientific data, expert opinion and Traditional Owner and stakeholder knowledge to inform its decision-making. Decision making will be consistent with the attainment of statutory objectives, outcomes for the health the Reef and protection of matters of national environmental significance, and the principles of ecologically sustainable use.

### STRATEGY 2

#### Ensure the best available knowledge is captured and used to inform management decisions

Every decision made in the pursuit of protecting the Reef needs to be underpinned by sound, reliable and timely knowledge. We will strive to reduce cumulative impacts by building a holistic understanding of ecological processes over different scales and time. This means accessing and capturing the best available science and up-to-date data from a network of science providers, both nationally and internationally.

Filling key information gaps through targeted research will be critical, while integrated modelling with predictive capacity will be needed to provide greater certainty about cause-and-effect relationships.

As we continually build our understanding to inform decision making, we will also draw on other forms of valuable information acquired over many years by those with strong social, cultural and economic connections to the Reef. This includes traditional ecological knowledge and information from the wider community.

The Authority will:

Better integrate knowledge into management by using information from the integrated monitoring and reporting program to inform management decisions.

Improve identification and understanding of the Region’s values, including matters of national environment significance, through mapping, and improving communications of the Reef’s values and the Authority’s management.

Identify Indigenous heritage values, in collaboration with Traditional Owners, and implement an Indigenous knowledge management system to promote the use of traditional ecological knowledge and contribute to improved protection of Indigenous heritage values.

Develop a historic heritage database of places of historic significance to improve the identification and protection of historic heritage values.

Improve understanding of community benefits by working with partner agencies to implement a long-term socio-economic monitoring program to improve understanding and consideration of community benefits derived from the environment in decision-making processes.

Improve alignment and coordination of research priorities identified in the strategic assessment and continue to encourage and support research and innovation that improves the sustainability of activities in the Region and reduces impacts on the Region’s values.

Increase emphasis on the use of modelling to improve understanding of cause-and-effect relationships between drivers, activities, impacts and the Reef’s values and the successive and combined effects of impacts on the Region’s environment.

### STRATEGY 3

#### Effective and efficient environmental regulation

The Authority is the primary environmental regulator for the protection of the Great Barrier Reef Region. Our role is to set the standards necessary to achieve our goals and objectives, and provide certainty about where uses may occur, the types of activities allowed and the conditions under which activities may proceed.

We will continue to do this by using a combination of management tools and approaches including zoning plans, plans of management, permits, economic mechanisms, education, compliance

and enforcement. The Authority adopts a risk-based approach when carrying out its regulatory functions.

We continue to look for opportunities to streamline and reduce regulatory burden while maintaining the high environmental standards required to protect the Reef’s outstanding universal value.

The Authority will:

Streamline, harmonise and enhance regulatory tools to reduce unnecessary burden while maintaining strong levels of environmental protection and enhance alignment with other similar or relevant Commonwealth and Queensland legislation.

Review and update plans of management to ensure they address issues specific to an area, species or community in greater detail than can be accomplished by the Reef-wide Zoning Plan.

Enhance alignment of its permission system with the *Environment Protection and Biodiversity*

*Conservation Act 1999* assessment processes.

Develop offset guidelines and a net benefit policy, as part of the avoid-mitigate-offset hierarchy for managing impacts, to ensure all residual impacts from activities are addressed and additional measures delivered to achieve net improvements to the condition of the Region’s values.

Collaboratively develop regionally based standards for ecosystem health, with partner agencies, local communities, the private sector and experts.

Continue to work with Traditional Owners through the implementation of Traditional Use of Marine Resource Agreements and cooperative management approaches, including agreements under 39ZA of the *Great Barrier Reef Marine Park Act 1975.*

Improve compliance with zoning plans and other regulations, adopting more advanced surveillance technology, improved coordination of compliance activities and by strengthening powers to deter repeat offending.

Improve shipping incident response capacity by working with other responsible agencies to implement the actions set out in the North-East Shipping Management Plan.

Strengthen guidelines to include new and revised standards for ecosystem health and develop new guidelines to complement existing arrangements. New and revised guidelines will include cumulative impact assessment guidelines, updating and strengthening the Great Barrier Reef

water quality guidelines, updating the Great Barrier Reef hydrodynamic modelling guidelines for dredging and spoil disposal in the region, developing a guideline on the assessment and management of underwater noise impacts on species and the influence of shipping movements.

Improve certainty in specific areas about where activities may occur and under what conditions including through supporting the implementation of the Queensland Ports Strategy including port master planning, facilitate the development of a whole-of-government dredging and dredge material disposal policy for the Great Barrier Reef World Heritage Area.

Strengthen protection of heritage values including through updating the Great Barrier Reef Marine Park Heritage Strategy to more comprehensively address natural, Indigenous and historic heritage and work with Traditional Owners to develop a comprehensive management framework to promote and coordinate the contributions of Traditional Owners to the management of the Great Barrier Reef, and to guide management of Indigenous heritage values in the Region.

### STRATEGY 4

#### Strengthen engagement

We recognise that protection of the Great Barrier Reef requires local, national and international effort — we simply can’t do it alone. Just as we share this natural asset, we must also share responsibility for its future. We will continue to work with Traditional Owners, the community, business, industry and government to influence best practice and find pragmatic solutions to achieve the primary goal of long-term protection of the Reef. By establishing ongoing and collaborative working relationships, we are able to instil a sense of collective stewardship. This approach creates a strong foundation for maintaining a balance between protecting the Reef, managing competing demands and supporting sustainable use.

The Authority will:

Implement a Reef recovery program involving the adoption of regionalised and cooperative management approaches. This will support local communities and encourage cooperation between government agencies, the private sector and research institutions in implementing actions to protect and restore biodiversity hotspots and support sustainable use.

Implement the crown-of-thorns-starfish control program in partnership with the Association of Marine Park Tourism Operators.

Support best practice and stewardship by continuing to work with local government, volunteer groups, schools, tourism operators, fishers, farmers and graziers to strengthen activities aimed at: encouraging best practices and innovative approaches; reducing impacts of activities; and improving sustainability.

Implement education and community awareness programs to inform visitors and the broader community about the Great Barrier Reef, its protection and management.

Continue international engagement and capacity building to share expertise, including best practices and success stories with marine park and world heritage managers facing similar challenges.

Improve our consultation arrangements by working with relevant agencies to adopt a more coordinated approach to community consultation in relation to the assessment of project proposals and establishing a peak Great Barrier Reef advisory group made up of Traditional Owners, scientific, conservation and industry experts to provide high level advice on implementing the agency’s comprehensive management program.

Strengthen and focus our partnership and engagement activities to influence drivers and activities affecting the region to:

* promote awareness of the effects of a changing climate and to develop and implement
* climate change adaptation and Reef resilience measures
* improve catchment run-off, including actively promoting the uptake of improved land
* management practices, to more rapidly achieve Reef Plan targets
* highlight the importance of functioning coastal ecosystems to the health of the Reef and
* promote a whole of ecosystem approach to management of the Reef and its catchment
* improve governance, strategic planning and the environmental sustainability of port
* activities at a Reef-wide scale
* improve management of shipping within the Region, including through finalisation and
* implementation of the North-East Shipping Management Plan
* build on the significant progress made in achieving better sustainability in commercial fishing to further address the remaining risks, and ensure the sustainability of recreational fishing.

### STRATEGY 5

#### Maintain a high performing organisation

To realise its goals, the Authority needs to remain a high performing organisation that continuously adapts to changing priorities. This requires a high-quality workforce and working environment

so the skills and competencies of its staff continue to foster innovation and improvement. Staff members of the Authority need to be supported in their role by integrated, efficient and effective administrative systems and modern, safe and sustainable infrastructure.

The Authority will:

Develop and implement a human resource strategic plan to attract, develop and retain professionals with the required specialist and inter-disciplinary skills to deliver its management program.

Seek to increase collaboration with Traditional Owners, research institutions and international partners to promote training, mentoring and staff exchange opportunities. This will include capacity building in relation to adapting and responding to climate change and cross-cultural training.

Improve knowledge management and administrative systems to support evidence-based decision making and promote transparency, accountability and information sharing.

Implement the Information, Communication, Technology Strategic Plan to support continuous improvement in computing platforms, networks, data storage and information analysis capabilities; and extend its communication reach through social media, interactive technologies, collaboration tools and web portals.

Provide safe and secure work environments and promote energy efficiency through the sustainable design of new facilities and investments in energy-efficient building systems and vessel fleets.

Implement the Corporate Governance Action Plan to facilitate an adaptive, efficient and effective internal environment and support the achievement of strategic priorities.

## Implementation

This five-year Corporate Plan is accompanied by the Authority’s Annual Operational

Plan.

Table 1 outlines timeframes for implementing the Corporate Plan over the next five years. In some cases, measures will be implemented as an ongoing process of continuous improvement to our foundational management activities.

Our progress will be reviewed annually and adjusted accordingly, taking into account emerging information and results from monitoring programs.

## Risk MANAGEMENT

The effective assessment and management of risk underpins the agency’s governance framework and is critical to the control environment for which the Accountable Authority (i.e.the Chairman has responsibility under the *Public Governance, Performance and Accountability Act 2013.* The principles of risk management are to be applied at all levels of the agency (strategic, operational and tactical, project and individual activity). Managing risk is a process that affects every employee. All staff members are responsible for identifying and managing opportunities and risk, in accordance with the Accountable Authority Instructions.

Our risk management framework enables risks at all levels to be visible to, and managed by, the relevant layer of management. Our approach to risk and issues management is based on the relevant standards and public sector guidance. As an Australian Government agency, we are required to comply with various statutory obligations and government guidelines which require sound risk management.

Table 1: Implementation of measures to strengthen management

| **Strategy** | **Commitments to strengthen** | **Within** **12 months**  | **Within two years** | **Within five years** |  **Ongoing** |
| --- | --- | --- | --- | --- | --- |
| **Strategy 1** |  |  |  |  |  |
|  | Outcomes and targets  | 1 |  |  | 1 |
|  | Adaptive management – annual and five yearly review cycles  | 1 | 1 | 1 | 1 |
|  | Integrated monitoring and reporting program  |  |  | 1 | 1 |
| **Strategy 2**  |   |  |  |  |  |
|  | Improving alignment and coordination of research priorities | 1 |  |  |  |
|  | Developing an historic heritage database |  | 1 |  |  |
|  | Better integration of knowledge into management  |  |  | 1 |  |
|  | Improving identification of Indigenous heritage values  |  |  | 1 |  |
|  | Improving understanding of community benefits  |  |  | 1 |  |
|  | Increasing emphasis on use of modelling  |  |  | 1 |  |
|  | Improving identification and understanding of the Region’s values  |  |  |  | 1 |
| **Strategy 3**  |   |  |  |  |  |
|  | Measures to enhance alignment of permission system with EPBC Act assessment processes | 1 |  |  |  |
|  | Offset guidelines and net benefit policy  | 1 |  |  |  |
|  | Cumulative impact assessment guidelines  | 1 |  |  |  |
|  | Dredging and dredge material disposal policy  | 1 |  |  |  |
|  | Streamlining, harmonising and enhancing regulatory tools  |  | 1 |  |  |
|  |  Strengthened guidelines (e.g. water quality)  |  | 1 |  |  |
|  | Regionally based standards for ecosystem health  |  |  | 1 |  |
|  | Improving certainty for planning and management  |  |  | 1 |  |
|  | Strengthening protection of heritage values  |  |  | 1 |  |
|  | Improving assessment of matters of national environmental significance  |  |  |  | 1 |
|  | Improving compliance  |  |  |  | 1 |
|  | Improving incident response capacity  |  |  |  | 1 |
|  | Operational activities that support recovery and build resilience  |  |  |  | 1 |
| **Strategy 4**  |   |  |  |  |  |
|  | Establishment of a peak Reef advisory committee  | 1 |  |  |  |
|  | Improving consultation arrangements  |  | 1 |  |  |
|  | Reef recovery program (including crown-of-thorns starfish control)  |  |  |  | 1 |
|  | Supporting best practice and stewardship  |  |  |  | 1 |
|  | Influencing drivers and activities affecting the Region  |  |  |  | 1 |
| **Strategy 5**  |   |  |  |  |  |
|  | Develop human resources strategic plan  | 1 |  |  |  |
|  | Improve knowledge management and administrative systems  |  |  |  | 1 |
|  | Implement the Information Communication Technology Strategy  |  |  |  | 1 |
|  | Provide safe and secure work environments  |  |  |  | 1 |
|  | Implement Corporate Governance Action Plan  |  |  |  | 1 |