



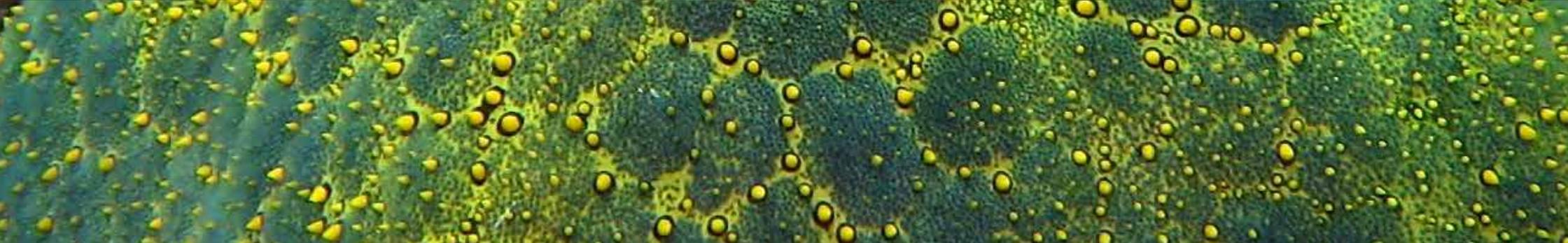
Australian Government

Great Barrier Reef
Marine Park Authority

corporate PLAN



2016-2017





Australian Government

Great Barrier Reef
Marine Park Authority

corporate PLAN

2016–2017



The Great Barrier Reef Marine Park Authority acknowledges the continuing sea country management and custodianship of the Great Barrier Reef by Aboriginal and Torres Strait Islander Traditional Owners whose rich cultures, heritage values, enduring connections and shared efforts protect the Reef for future generations.

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FROM the Chairman



The Great Barrier Reef is a priceless natural asset. It is the Great Barrier Reef Marine Park Authority's great privilege to manage this internationally acclaimed World Heritage Area on behalf of all Australians and the world since we began operations 40 years ago.

Our system of reef management was recognised as 'gold standard' by UNESCO in 2012 and 2015, but the recent coral bleaching event signals we need to do more to build the resilience of the Reef.

The summer of 2016 brought the most severe coral bleaching event ever recorded on the Reef, causing significant coral mortality in the far north. The likelihood of severe bleaching was highlighted in our Outlook Reports for 2009 and 2014 as a major risk caused by climate change. The long time series of rising temperatures on the Reef indicate the impacts will occur more frequently in the future.

Our Corporate Plan is focused on building resilience of the Reef in the face of increasing pressure from climate change. We will take every available measure and strive to influence those working outside our jurisdiction to relieve pressures on the Reef. These are not the fault of any single sector of our community, but it is a collective responsibility to make the changes we need to make for the long-term future of the Reef.

The Great Barrier Reef is a massive archipelago of 3000 individual coral reefs, deep shoals, seagrasses and mangrove systems that support many thousands of marine species. Bigger than Italy, it stretches 2300 kilometres along Australia's Queensland coast. It is the sea country home for about 70 Traditional Owner groups whose connections with the Reef go back more than 60,000 years.

The Reef inspires awe in two million tourists every year and is considered 'our Reef' to the 1.1 million Australians living along its coastline. It supports almost 70,000 full-time jobs and is worth \$5.2 billion a year to the Australian economy in the tourism industry alone.

As an Australian statutory authority, the Great Barrier Reef Marine Park Authority's objective is the long-term protection, ecologically sustainable use, understanding and enjoyment of the Great Barrier Reef for all Australians and the international community through the control, care and development of the Marine Park.

The *Great Barrier Reef Marine Park Act 1975* (the Act) sets out our role and, through its objects, provides the fundamental basis for management of the Great Barrier Reef Region.

The Marine Park Authority's highest priority is to build the Reef's resilience using all available means, within and outside the Marine Park and by working closely with partners. The agency is always seeking innovative and practical approaches to deliver tangible outcomes for the Reef over the short, medium and longer term.

Our strong partnership approach — working with all levels of government, Traditional Owners, scientists, industry and the community — has been enhanced by the Reef 2050 Plan. Jointly developed by the Australian and Queensland governments, this plan charts the way for investment in Reef protection over the next 35 years. It provides direction for the many organisations and individuals committed to improving the health of the Reef.



The Great Barrier Reef Marine Park Authority is playing a lead role in the implementation of major elements in the Reef 2050 Plan and is committed to ensuring progress towards meeting the plan's targets are well documented and available to the public. To this end, we are developing a new integrated monitoring and reporting program that will provide the tools Australia needs to deliver these public reports.

As managers of the the Great Barrier Reef Marine Park, we will continue to maintain our Zoning Plan, engage in crown-of-thorns starfish control, education, planning and environmental impact assessment, monitoring, stewardship programs, and ensure compliance with the rules in place to protect the Reef.

Outside our jurisdiction, we will work with our partners to improve water quality by reducing nutrient and sediment loads in catchment run-off.

This Corporate Plan identifies our key priorities for the next five years to improve the health and resilience of the Great Barrier Reef, while managing a multiple-use area. This plan is informed by the findings of the *2014 Outlook Report* and the *Great Barrier Reef Region Strategic Assessment Report*. It also operationalises our 25-year management plan outlined in the *Great Barrier Reef Region Strategic Assessment Program Report*.

This Corporate Plan sits within the Great Barrier Reef Intergovernmental Agreement. As a broad framework of cooperation between the Australian and Queensland governments, the agreement recognises the need to work together to effectively address key pressures on the Reef.

This Corporate Plan has been prepared for subsection 35 (1) of the *Public Governance, Performance and Accountability Act 2013*. It will be reviewed and updated each year to take into account new information, emerging issues and progress on implementing key initiatives.

A major review will be also 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 Energy, and advise the Minister on the status, pressures and management of the Great Barrier Reef Marine Park.

OUR vision

A healthy
Great Barrier
Reef
for future
generations

OUR purpose

Our purpose* is to ensure 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 development of the Marine Park.

To fulfil our purpose the Authority will focus 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 interconnected 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 aspects

protect
restore
safeguard
sustain
reduce

*The purposes identified in the Portfolio Budget Statement for the 2016-17 financial year are now referred to as Program Areas in this plan.



of having a healthy Reef into the future will be ensuring 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 to reduce all impacts on the ecosystem.

Each of these four goals also drives the delivery of the *Improving the Outlook of the Great Barrier Reef Program* outlined in our Portfolio Budget Statement.

To enable effective measurement of our success against our goals and purpose, the Authority prepares a Great Barrier Reef Outlook Report every five years. This includes an assessment of the condition and trend of the Reef's values and an independent review of management effectiveness. This five-yearly assessment process acknowledges the lag time between implementation of actions and subsequent results when operating in marine environments.

The performance of the Authority's management of the Reef, together with its partners, will ultimately be measured by the proportion of the Reef's values showing positive trends in condition, and improvements in management effectiveness, as reported in Outlook Reports.

OUR approach

To fulfil our purpose and achieve our goals, the Great Barrier Reef Marine Park Authority structures its activities under three main program areas:

Program area 1: Ensure the best available knowledge is captured and used to inform management decisions aimed at reducing cumulative impacts.

Program area 2: Effective and efficient environmental regulation to set the standards necessary to provide certainty about where uses may occur, the types of activities allowed and the conditions under which activities may proceed in the Marine Park.

Program area 3: Strengthen engagement with community, industry and other government stakeholders to maintain a balance between protecting the Reef, managing competing demands and supporting sustainable use.

Over the past four decades, the Authority has established a comprehensive set of management arrangements and adapted them in response to emerging issues and improved understanding.

care
understand
enjoy

inform
implement
strengthen



Tools used to protect and manage the Great Barrier Reef region include zoning plans, plans of management, permits, policies and strategies, formal agreements and site management arrangements. Our management approaches include education, planning, environmental impact assessment, monitoring, stewardship programs, compliance and enforcement.

The Australian and Queensland governments work in a long-term partnership to protect and manage the Region. This partnership includes the jointly funded Field Management Program, run by the Authority and the Queensland Parks and Wildlife Service, to conduct routine day-to-day management activities in the Marine Park, the adjacent Queensland Great Barrier Reef Coast Marine Park and on national park islands. This program includes compliance actions to ensure Marine Park users adhere to the zoning rules and any permit conditions.

The Authority also partners with Traditional Owners on sea country programs to conserve biodiversity and Indigenous heritage values, and promote sustainable use.

The dynamic and complex nature of the ecosystem, the pace of change in factors affecting it, and improving knowledge about the ecosystem and impacts on it means the Authority needs to be flexible and adaptive. To do this, the Authority uses the best available information including scientific data, expert opinion and Traditional Owner and stakeholder knowledge to inform its decision making. The Authority also works with the scientific community to influence research priorities and address gaps in our knowledge.

The Authority does not have direct management responsibilities for areas or activities outside the Marine Park, except for the ability to regulate against water pollution occurring adjacent to and affecting the Marine Park. The Authority recognises the interconnectedness of the atmosphere, terrestrial and marine natural systems, and the significant effects land-based activities can have on the Great Barrier Reef. Consequently, the Authority actively works with government departments, industries and communities whose actions have the potential to affect the large marine ecosystem that makes up the Reef Region.

We will continue these foundational management arrangements and, drawing on the recommendations of the Strategic Assessment Report, adopt a suite of measures to strengthen management as we contribute to the delivery of the Reef 2050 Plan.

long-term
multiple-use
partnerships
Traditional
Owners
stakeholders
science



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 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 protecting and managing the Region. The Act sets out our role and, through its objects, provides the basis for management of the Region.

*Great Barrier Reef
Marine Park Act
1975*

Condition and trend of the Reef

The 2016 mass coral bleaching event on the Great Barrier Reef has been the worst recorded in the 40-year history of the Authority.

The bleaching event was caused by prolonged exposure of corals to heat stress, with a strong El Niño occurring on top of the underlying rise in global ocean temperatures from climate change.

The bleaching has been widespread across the Great Barrier Reef but not uniform, ranging from severe through to minor, with the northern section of the Reef being the most severely affected. The southern part of the Reef has been the least affected.

Surveys conducted between February and June 2016 show more than an estimated 22 per cent of the Reef's total coral cover was lost, mainly in the far northern management area as a direct result of high temperature stress which first caused bleaching and then mortality.

In contrast, the latest data from the Australian Institute of Marine Science's Long-Term Monitoring Program, which pre-dates the bleaching, shows strong signs of coral recovery after cyclones in the southern and central sectors of the Great Barrier Reef.

Coral cover in the southern part of the Great Barrier Reef nearly doubled between 2012 and 2015, while coral cover in the central sector rose by nearly 23 per cent in the same period.

The rebound follows severe floods and a cyclone between 2008 and 2011, and highlights the underlying resilience of this natural wonder.

The Great Barrier Reef system as a whole retains the qualities contributing to its outstanding universal value. It is cherished by people around the world and is a great source of pride for all Australians.



Factors influencing the REEF'S HEALTH

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 run-off, impacts from coastal development and some fishing impacts. 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 wide range of space and time scales for 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 their conflicting interests
- many of the key impacts affecting the health of the Reef originate from areas outside the Authority's jurisdiction.

climate change
water quality
run-off
coastal
development
population
growth

Reef 2050 PLAN

Building on a strong foundation, the actions of the Authority and its partners in strengthening protection and management of the Great Barrier Reef are reflected in the Reef 2050 Long-Term Sustainability Plan.

The plan builds on the findings of the 2014 Outlook Report and the Strategic Assessment of the Great Barrier Reef World Heritage Area and adjacent coastal zone, and sets outcomes and targets to guide investments and actions required to continue to build Reef health and resilience.

The Great Barrier Reef Marine Park Authority is playing a lead role in delivery of the plan together with the Federal Department of the Environment and Energy, the Queensland Government and other partners.

One of our top priorities in the years ahead includes implementing an integrated monitoring and reporting program to enable us to track our progress in achieving the plan's targets, outcomes and objectives. This will strengthen our existing management arrangements, help



measure our effectiveness and secure long-term information needs to inform sound decision making.

This reporting program will inform the community about the condition of the Reef, the pressures affecting it, and the effectiveness of actions to protect the Reef's values.

Under the Reef 2050 Plan, the Authority will focus on policy, planning and on-ground actions to improve Reef resilience.

This includes developing and implementing policies which will drive the delivery of net environmental benefits and improve the management of cumulative impacts, delivering tools to assist decision makers understand the value of and help protect and restore coastal ecosystems, implementing the crown-of-thorns starfish control program, and maintaining the Zoning Plan.

plan
partner
invest

World Heritage STATUS

In June 2015, the United Nations' World Heritage Committee unanimously agreed to not place the Great Barrier Reef on the world heritage 'in danger' list, recognising the significant work by the Australian and Queensland governments to further protect and manage the reef including the development of the Reef 2050 Long-Term Sustainability Plan.

In making its decision, the committee requested that Australia provide a progress report on implementation of the Reef 2050 Plan by December 2016, as well as an overall state of conservation report by December 2019.

These reports will outline actions taken to ensure the effective and sustained protection of the Reef's outstanding universal value. The Authority's *2019 Outlook Report* will be critical in reviewing progress towards Australia meeting its targets, including the Authority's contributions to delivering these outcomes.



OUR performance

PROGRAM AREA 1 — Ensure the best available knowledge is captured and used to inform management decisions

Every decision made in 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:

- **Implement a management approach based on clear outcomes** for the future of the Reef's values and specific measurable targets to ensure actions are focused on delivering outcomes critical to the health of the Reef and restoring, maintaining and enhancing the Region's values.
- **Establish and implement an integrated monitoring, modelling and reporting program** to measure performance against the outcomes and targets, and to guide adaptive management. The program will improve the connection between knowledge and management and support performance evaluation.
- **Improve alignment and coordination of research priorities** identified in the Authority's science strategy and continue to encourage and support research and innovation that improves the sustainability of activities in the Reef to reduce impacts on the Reef'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.
- **Better integrate knowledge into management** by using information from the integrated monitoring and reporting program and the best available science to inform management decisions. This work includes:



- **identifying 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
- **developing a heritage database of places of historic significance** to better identify and protect historic heritage values
- **improving understanding of community benefits** by working with partner agencies to improve understanding and consideration of social and economic benefits derived from the environment in decision-making processes.
- **Drive adaptive management of the Reef** through the publication of the Outlook Report. These reports assess the overall performance of measures to protect and manage the Reef. The findings of each report inform the Authority's five-yearly priorities and will be the principal guide to the review of Reef 2050 Plan.

Performance Outcome: Authority decisions and actions are informed by the best available knowledge and information, and contribute to the attainment of outcomes for the Reef's values.

Annual performance measure	Target	Source data
Percentage of the Authority's science needs to inform management decisions and actions being addressed.	75%	Assessment of improvements in data and information against the science questions outlined in the Authority's <i>Science Strategy and Information Needs 2014–19</i>

2019–2020 performance measure	Target	Source data
The <i>Great Barrier Reef 2019 Outlook Report</i> demonstrates increasing levels of confidence for the Region's values.	Increasing	<i>Great Barrier Reef 2014 Outlook Report</i> <i>Great Barrier Reef 2019 Outlook Report</i>



PROGRAM AREA 2 — Effective and efficient environmental regulation

The Authority is the primary environmental regulator for protecting 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 through a combination of management tools and approaches including zoning plans, plans of management, agreements, 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:

- **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.
- **Streamline tourism management arrangements** to improve alignment between plans of management, policies and permitting processes, and reduce regulatory burdens while maintaining strong levels of environmental protection and safeguards.
- Ensure use of the Marine Park remains ecologically sustainable through the **ongoing implementation of the Zoning Plan and the permissions system**.
- **Strengthen the permission system** to ensure a more transparent and consistent framework for decisions and compliance while maintaining alignment with the *Environment Protection and Biodiversity Conservation Act 1999* and Queensland Marine Parks assessment processes.
- Develop and implement a suite of policies to **improve the management of cumulative impacts and drive net improvements** to the condition of the Reef's values.
- Collaboratively **develop regionally based standards for ecosystem health** with partner agencies, local communities, the private sector and experts.
- Work collaboratively with the Queensland Government to complete a **periodic review of the joint Field Management Program for the Great Barrier Reef World Heritage Area** as requested by the Great Barrier Reef Ministerial Forum.



- 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.
- **Improve compliance** with zoning plans and other regulations, adopt more advanced surveillance technology, improve coordination of compliance activities and strengthen powers to deter repeat offending.
- **Strengthen protection of heritage values**, through updates to the Great Barrier Reef Marine Park Heritage Strategy to more comprehensively address natural, Indigenous and historic heritage. Work with Traditional Owners to develop a comprehensive management framework to promote and coordinate their contributions to the management of the Great Barrier Reef, and to guide management of Indigenous heritage values in the Region.

Performance Outcome: The impacts of human activity on the Great Barrier Reef are reduced through effective environmental regulation.

Annual performance measures	Target	Source data
Percentage of reported permission compliance allegations where an action was taken.	85%	Number of permission compliance-related allegations reported Number of permission compliance allegations in which an action was taken
Number of dedicated compliance vessel patrol days funded, or partially funded by the Field Management Program are undertaken in the World Heritage Area.	740	Vessel patrol reports from the Field Management Program
Percentage of the Marine Park managed in accordance with an accredited Traditional Use of Marine Resources Agreement or Indigenous Land Use Agreement.	23%	Number of current accredited Traditional Use of Marine Resources Agreements and Indigenous Land Use Agreements Spatial maps of TUMRA regions



PROGRAM AREA 3 — Strengthen engagement

We recognise that protecting 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** that involves adopting 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** with Traditional Owners, scientific, conservation and industry experts through the adoption of a more coordinated approach to engagement across Reef 2050 peak advisory bodies, the Authority's Reef advisory committees and local marine advisory committees.
- 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
 - promote effective compliance surveillance in collaboration with the Queensland Parks and Wildlife Service, Queensland Boating and Fishing Patrol and Maritime Border Command



- highlight the importance of functioning coastal ecosystems to the health of the Reef and promote a whole of ecosystem approach to managing the Reef and its catchment
- build on the significant progress made in achieving better sustainability in commercial fishing to further address remaining risks, and ensure the sustainability of recreational fishing.

Performance Outcome: Environmental outcomes for the Great Barrier Reef are improved through the communication and adoption of sustainable best practices.

Annual performance measures	Target	Source data
Number of participants within Great Barrier Reef Marine Park Authority stewardship programs.	An increase in the number of participants taking part in stewardship initiatives	High standard tourism operators Reef Guardians Eye on the Reef Sea Country Indigenous Partnerships
Percentage of visitors to the Great Barrier Reef who use tourism operators which have been accredited as high standard operators**.	55%	The Authority's environmental management charge data of total tourist visitors to the Great Barrier Reef Marine Park
Percentage of visitors to Reef HQ Great Barrier Reef Aquarium who participate in talks and tours that deliver key messages about risks to the Great Barrier Reef.	70%	Records kept by Reef HQ Great Barrier Reef Aquarium of total visitor numbers Records kept by Reef HQ Great Barrier Reef Aquarium of the total number of visitors who participate in talks and tours

** The Great Barrier Reef Marine Park Authority recognises the ECO Certification Program operated by Ecotourism Australia as a certification scheme for the Marine Park and relies on independent certification to identify high standard tourism operations.



OUR capability

The Authority's staff number is currently 210 (2016) and our annual budget is approximately \$50 million, including about \$17 million for the Field Management Program funded jointly between the Australian and Queensland governments.

To achieve our 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. The Authority's staff need to be supported in their role by integrated, efficient and effective administrative systems and modern, safe and sustainable infrastructure.

To improve the Authority's capability, a number of measures will be introduced to the organisation's work program.

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.
- **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.
- Continue to strengthen our governance foundations to facilitate an adaptive, efficient and effective internal environment and support the achievement of strategic priorities.

OUR values

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

leadership — lead by example, striving for innovation and excellence

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

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

Implementation

This five-year Corporate Plan is accompanied by the Authority's Portfolio Budget Statement (PBS) and Annual Operating Plan (AOP) — all documents have a clear line of sight from vision to implementation.

While the Outlook Report measures and communicates our success against our longer term goals, the annual report details our performance each year by measuring and reporting the Authority's success in implementing the AOP against the performance measures contained in this document and the PBS. This process gives the Authority the flexibility to manage and respond to emerging issues on a yearly basis.

ongoing
annual review

Risk MANAGEMENT

The effective assessment and management of risk underpins the Great Barrier Reef Marine Park Authority's governance framework, and is critical to the control environment for which the Chairman (as the Accountable Authority) has responsibility under section 16 of the *Public Governance, Performance and Accountability Act 2013*.

The identification, assessment and management of risks is governed by the *Commonwealth Risk Management Policy*, informed by the principles and guidelines within the international and Australian risk management standard (AS/NZS ISO 31000:2009), and supported internally by a framework of policy, guidelines and operational tools. This risk management framework aims to support informed, evidence-based decision making for the management of risks in order to:

- cultivate improvement in the quality of services delivered
- minimise disruption to the delivery of strategic and operational goals and objectives
- minimise exposure to potential litigation/losses
- strengthen a positive culture that promotes an open and proactive approach to identifying, assessing, communicating and managing risks
- reinforce the Authority's world-leading reputation as trustees of the Great Barrier Reef World Heritage Area.

The Authority's peer-reviewed Outlook Report provides (every five years) an assessment of risks to the ecosystems of the Great Barrier Reef Region. This report and the associated independent assessment of management effectiveness provide the mechanisms through which risks to the Region, and the way it is managed, are strategically identified and assessed. Actions to give effect to the management of these risks (where jurisdictionally applicable) are integrated into the Corporate Plan and made operational through the Authority's Annual Operating Plan. To address identified

principles
governance
strategic
opportunities



knowledge gaps critical to management, a Science and Information Needs Strategy is also developed to inform the scientific community, research funding providers and providers of monitoring and other relevant information.

The Authority's approach to managing risk, as far as is reasonably practicable, includes fostering inherent controls and establishing formal controls (that is, measures that modify risk), strategic oversight and informed decision making across key strategic risk categories:

- environment (including biodiversity and ecosystem health)
- heritage (including world, natural and Commonwealth heritage, Indigenous heritage, historical heritage and aesthetic values)
- social values
- economic values
- reputation
- legal and contractual
- health and safety
- operational disruption
- workforce, morale and culture
- security, fraud and financial.

The Great Barrier Reef Marine Park Authority uses the annual Comcover risk management benchmarking survey process as an independent measure of its risk management maturity, and will continue to integrate risk management expertise into the capability of its workforce.



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