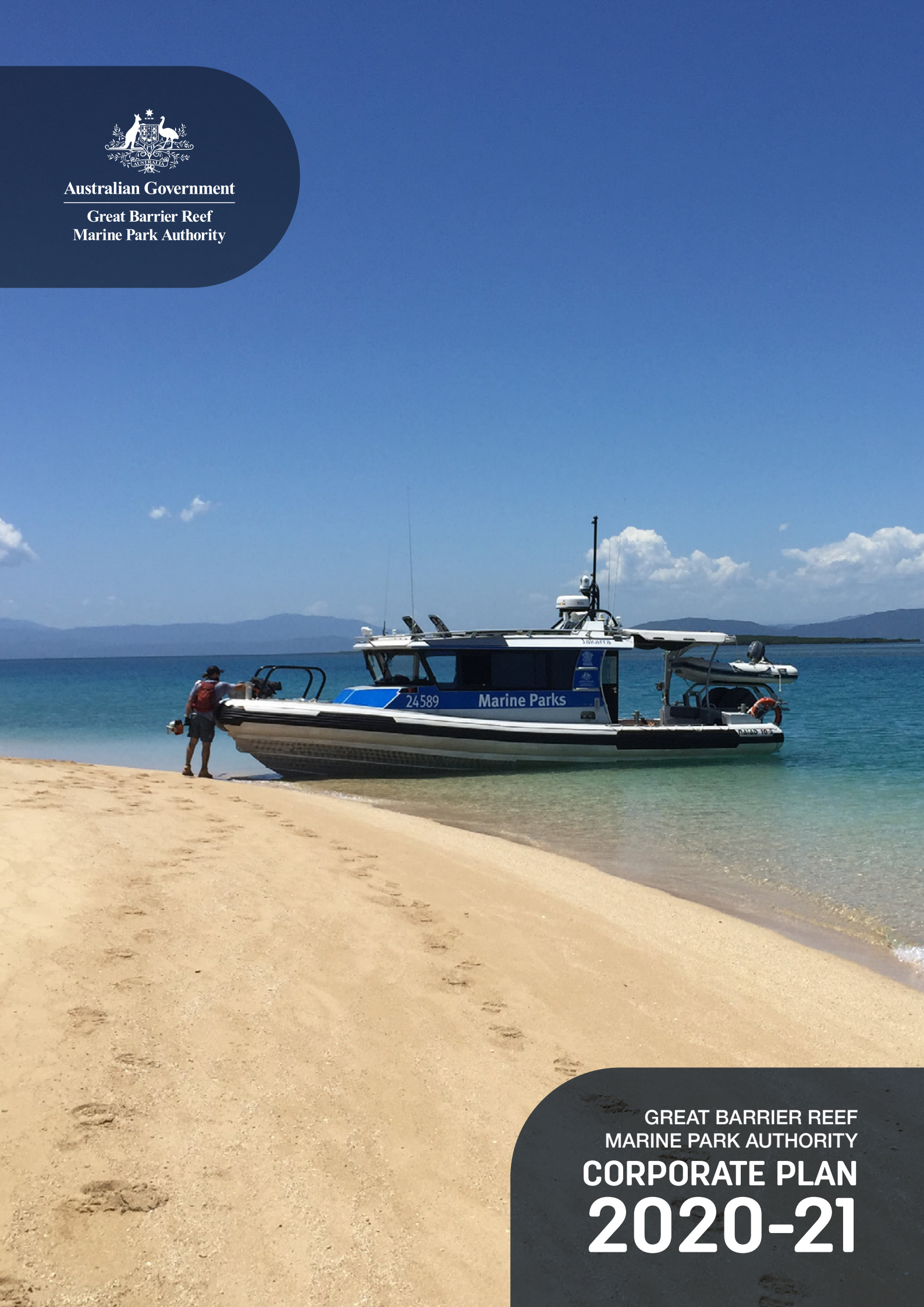




Australian Government

Great Barrier Reef
Marine Park Authority



GREAT BARRIER REEF
MARINE PARK AUTHORITY
CORPORATE PLAN
2020-21

Traditional Owner acknowledgement

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.

Cover image: © The State of Queensland (Queensland Parks and Wildlife Service), photographer: Tina Alderson

Image photographers: Page 1 Julia Sumerling; Page 2 Owen Witt; Page 4 Jumbo Aerial Photography; Page 7 James Kerry; Page 13 Matt Curnock; Page 16 Kerryn Blakemore; Page 23 NASA MODIS Rapid Response Team; Page 24 Gayai Uiduldam; Page 25 © Tourism and Events Queensland, Page 26 Pine Creek Pictures; Page 29 Joanna Hurford

All images © Commonwealth of Australia (Great Barrier Reef Marine Park Authority) unless stated.

Aboriginal and Torres Strait Islander readers are advised this publication may contain names and images of deceased persons.

© Commonwealth of Australia 2020

Published by the Great Barrier Reef Marine Park Authority

ISSN 1039-8538

This publication is licensed by the Commonwealth of Australia for use under a Creative Commons By Attribution 4.0 International licence with the exception of the Coat of Arms of the Commonwealth of Australia, the logo of the Great Barrier Reef Marine Park Authority, any other material protected by a trademark, content supplied by third parties and any photographs. For licence conditions see: <http://creativecommons.org/licences/by/4.0>



This publication should be cited as:

Great Barrier Reef Marine Park Authority 2020, Great Barrier Reef Marine Park Authority Corporate Plan 2020-21, Great Barrier Reef Marine Park Authority, Townsville.

Comments and questions regarding this document are welcome and should be addressed to:

Great Barrier Reef Marine Park Authority
280 Flinders Street
(PO Box 1379)
Townsville QLD 4810, Australia

Phone: (07) 4750 0700
Fax: (07) 4772 6093
Email: info@gbrmpa.gov.au
www.gbrmpa.gov.au



Contents

Opening statement	2
Chief Executive's foreword	3
Statement of preparation	3
Purpose	4
Our vision	4
Our purpose statement	4
Our role	4
Key activities	5
Integrated corporate planning approach	5
Key activities	6
Reporting	7
Our 2020-21 high-level work plan	9
Operating context	10
Governance framework	10
Legislation	11
Operating environment	13
Risk oversight and management	15
Capability	18
Cooperation – partnerships	22
Performance	28
Linking to the Portfolio Budget Statements performance information	28
Structure of this information	29
Program area 1	30
Program area 2	32
Program area 3	35
Program area 4	37



Opening statement

Beautiful, vast and diverse, the Great Barrier Reef (the Reef) is an important part of the Australian national identity, a global environmental icon, economic powerhouse, and a key part of the spiritual and cultural identity of its First Nations People.

However, the Great Barrier Reef World Heritage Area (the World Heritage Area), like other world heritage properties globally, is increasingly affected by anthropogenic climate change. While the property's outstanding universal value as a World Heritage Area remains whole and intact, its integrity is challenged and deteriorating.

Australia is caring for a changed and less resilient Reef, and the task of supporting the Reef's health and resilience is large. Timely global action to mitigate climate change is required in tandem with effective implementation of the *Reef 2050 Long-Term Sustainability Plan* (Reef 2050 Plan) by the Great Barrier Reef Marine Park Authority (the Authority), its partners, stakeholders and the wider community.

More than ever before, use of the Great Barrier Reef Region must be sustainable and effectively managed. To protect and restore habitats, species and heritage values, our management must complement proven techniques with innovative approaches that are targeted, science-based and risk-managed.

With this in mind, the Authority's Board (the Board) continues to set the strategic direction of the Authority, in accordance with the *Great Barrier Reef Marine Park Act 1975*. The Board is guided by the best available science and advised by Traditional Owners and the users of the Reef to protect values, reduce threats and improve the current and long-term outlook for the Reef and the communities that depend on it.

Given the escalating and severe threats to the Reef, the Board recognises no single agency has the capacity nor capability to deliver the suite of actions required to deliver the long-term health of the Reef. The Authority's

role is to lead the strategic management of the Reef, and to harness the collective expertise and effort across science, delivery partners, Traditional Owners, stakeholders, and community.

We will continue to support the Minister for the Environment, by delivering the Australian Government's policy and program commitments; and providing sound and considered advice on matters relevant to the control, care and development of the Great Barrier Reef Marine Park.

Looking to the coming year, the Authority's endeavours will be informed by the *Reef 2050 Plan*, the *Great Barrier Reef Blueprint for Resilience*, the *Great Barrier Reef Outlook Report 2019*, and the Australian Government's framework for a COVIDSafe Australia, as we work at the forefront of managing for a more resilient Great Barrier Reef.

Dr Ian Poiner
Chairperson



Chief Executive's foreword

The Great Barrier Reef Marine Park Authority (the Authority) is working to improve the health and resilience of the Great Barrier Reef (the Reef) in the face of unprecedented challenges. The 2020 summer was the Reef's second warmest on record and saw a mass coral bleaching event unfold, the third in five years.

The future outlook for the Reef depends on collaborative effort from all levels of government, science providers, industry, community organisations, and individuals. Action taken now to enhance the resilience of the Reef will make a difference to its long-term outlook. We are working collaboratively with a range of sectors through the Australian and Queensland governments' *Reef 2050 Long-Term Sustainability Plan* as well as locally with partners on the water and in the catchments.

Through expert science synthesis and reporting we remain at the forefront of knowledge and understanding. Understanding the Reef is critical to effective management of the property. Similarly, this understanding is a vital foundation for our education and outreach programs with schools and the Reef HQ Great Barrier Reef Aquarium (Reef HQ Aquarium) in Townsville, Queensland.

Reef HQ Aquarium is the national education centre for the Great Barrier Reef, and is the world's largest living coral reef aquarium. The 32 year old aquarium will undergo upgrades and refurbishments from February 2021, to ensure we continue to play a vital role in educating visitors on the values of the Reef and what they can do to help protect the Reef for future generations.

A significant expansion to our Reef Joint Field Management Program, conducted in partnership with the Queensland Government, comes into full effect this year. This will increase our in-field effort and enhance our management arrangements by strengthening our compliance approach. This work plays a critical role ensuring we are taking practical actions to protect the Reef.

Partnering with Traditional Owner groups is a priority for the Authority. The Authority acknowledges the Sea Country management and custodianship of the Reef by Traditional Owners and we continue to work together to deliver actions under the *Aboriginal and Torres Strait Islander Heritage Strategy* and more broadly, in the management of the Reef. We also continue to deliver a world-class Crown-of-Thorns Starfish Control Program to protect a network of priority coral reefs from outbreaks of the coral-eating starfish. This is direct action we can take now to improve resilience on the Reef.

We will continue to drive the Policy and Planning Strategic Roadmap, focusing resources to transform Marine Park policies and plans based on contemporary

risks, and support an improvement in the Authority's regulatory maturity.

The expertise and dedication of our people is a key enabler in maintaining the Authority's position at the forefront of Great Barrier Reef Marine Park management. This year we are sharpening our focus on priority functions and investing more heavily in capability development of our people; positioning the Authority to be a more agile and responsive organisation into the future.

We recognise reef-dependent businesses, particularly tourism operators, face long-term challenges during the coronavirus (COVID-19) pandemic, following impacts already felt by recent mass coral bleaching, and severe weather events. We are supporting those communities throughout the recovery process, and are prioritising work accordingly in consultation with our Marine Park Authority Board. When it is safe to do so, we encourage people to see the Reef, love the Reef, and importantly, protect the Reef.

Statement of preparation

I, Josh Thomas, as the Accountable Authority of the Great Barrier Reef Marine Park Authority, present the Authority's Corporate Plan 2020-21, which covers reporting periods 2020-21 to 2023-24, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. The plan is prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014*.

The Authority's Board has endorsed the plan, as it is responsible for implementing the *Great Barrier Reef Marine Park Act 1975*.

Josh Thomas
Chief Executive Officer



Purpose

Our vision

A healthy Great Barrier Reef for future generations.

Our purpose statement

Provide for 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.

Our role

The Great Barrier Reef Marine Park Authority (the Authority) is established under the *Great Barrier Reef Marine Park Act 1975* (Marine Park Act) and is the Australian Government statutory authority responsible for protecting and managing the environment, biodiversity and heritage values of the Great Barrier Reef Region (the Region).

The Authority reports to the Australian Government Minister for the Environment and advises the Minister on a range of matters relevant to the care and development of the Great Barrier Reef (the Reef). Our work includes day-to-day Marine Park management, development and implementation of policies, plans and programs to protect biodiversity, building capacity through partnerships and education, and synthesising knowledge to guide innovation and adaptive management.



Key activities

Integrated corporate planning approach

The Authority has an integrated corporate planning process, which continues to be adapted over time. The *Great Barrier Reef Marine Park Authority Corporate Plan 2020-21* (the Corporate Plan) is directly aligned to the relevant outcome, programs and performance criteria set out in the Portfolio Budget Statements 2020-21. The portfolio budget statements are designed to inform Senators and Members of Parliament of the proposed allocation of resources to government outcomes by entities within the portfolio, in our case the Agriculture, Water and Environment portfolio.

The portfolio budget statement together with the Corporate Plan complement each other to provide a consistent performance story, with the aim of having a clear line-of-sight from vision to action.

To achieve our purpose and deliver on our role, the Authority delivers its work under four program areas, with a focus on enhancing the health and resilience of the Reef through expert knowledge, innovation, regulation, partnerships, education, and maintaining a high-performing organisation.

Since the publication of the Great Barrier Reef Marine Park Authority Corporate Plan 2019-20, the Authority commenced a review of its planning to create a stronger connection between its portfolio budget statement and the Corporate Plan.

The review provided a path for the Authority to consider its intended results against its purpose statement and program areas. Work progressed to identify delivery strategies that had outcomes which aligned to the intended results identified for the program areas. The table below identifies the differences and rationale for changes.

2019-20 program areas	2020-21 program areas	Rationale for changes
1. Providing expert knowledge to influence and advise key decision-makers on managing, reducing or avoiding significant threats to the Reef.	1. Enhancing Reef resilience by providing expert knowledge to advise key decision makers on managing, reducing or avoiding significant threats to the Reef.	Minimal change, program area now focuses on enhancing Reef resilience through expert knowledge.
2. Regulating and ensuring Marine Park user compliance.	2. Enhancing Reef resilience through innovation, management and regulation of the Marine Park and our in-field presence.	Innovation and management are also key in ensuring sustainable use, along with regulation and our in-field presence.
3. Educating and fostering stewardship to enhance protection of the Reef.	3. Enhancing Reef resilience through partnerships, collaboration and education.	To ensure we successfully care-for and develop the Marine Park, we need to further develop our partnerships and collaboration and maintain our efforts in education.
4. Enhancing Reef resilience through continuous improvement and new initiatives across all aspects of management.		The intent of this program area is embedded throughout the Authority's delivery strategies.
Capability: Supporting a high-performing organisation.	4. Supporting a high-performing organisation.	Capability is highlighted in a different context between the 2019-20 and 2020-21 Corporate Plan. The Authority recognises that support and enabling services are essential to successfully manage the Marine Park.

The Authority intends to continue the planning review to provide stronger linkages between its Annual Operating Plan and the Corporate Plan.

To visualise our integrated corporate planning approach, and summarise our intended results as presented in the Performance chapter, our key activities and delivery strategies are outlined in the 2020-21 high-level work plan table on page 9.

Key activities

Program area 1: Enhancing Reef resilience by providing expert knowledge to advise key decision makers on managing, reducing or avoiding significant threats to the Reef.

As the lead management agency for the Great Barrier Reef Marine Park (the Marine Park), the Authority has a critical role in providing expert technical and policy advice to relevant organisations to help them take action to avoid, mitigate and manage threats to the Reef.

The Authority targets its engagement with key stakeholders responsible for critical response plans, frameworks and actions to focus its involvement where it can have the greatest impact, taking into account the increasing number of government and non-government organisations that are now involved in Reef protection.

Our focus will be to **strategically advise on the policy and governance of the Great Barrier Reef World Heritage Area** (the World Heritage Area) by working collaboratively with a range of sectors to implement the Australian and Queensland governments' *Reef 2050 Long-Term Sustainability Plan*, including implementation of the Reef Integrated Monitoring and Reporting Program, which will inform decision-making and enable adaptive management of the Marine Park.

Program area 2: Enhancing Reef resilience through innovation, management and regulation of the Marine Park and our in-field presence.

The Authority is the primary environmental regulator for protecting and managing the Marine Park, and uses a combination of management tools and approaches to provide certainty about where use may occur, the types of activities allowed and the conditions under which activities may proceed.

In light of coral bleaching, the ongoing crown-of-thorns starfish outbreak and severe weather events, the Authority has revisited and adjusted its strategic plans for managing the Reef with an increased emphasis on facilitating and enabling appropriate intervention activities to support the Reef's resilience in the face of climate change. For example ramping up an integrated pest management approach to crown-of-thorns starfish control, and innovative approaches to reef restoration.

Our joint in-field effort with Queensland Parks and Wildlife Service works to protect the World Heritage Area through delivering conservation actions, checking for change, responding to incidents, welcoming people, upholding compliance and working with First Nations People. Our in-field compliance is risk-focused and well-planned through intelligence-driven patrols and deployments to deter and detect illegal activity. Our combined efforts reduce the threats that some direct users pose to enable improved Reef resilience to withstand other threats.

Our focus will be to **transform our policy, planning and regulatory approach** through implementation of the Policy and Planning Strategic Roadmap to deliver the policy and regulatory settings needed for the future.

Program area 3: Enhancing Reef resilience through partnerships, collaboration and education.

The Authority continues to work across government and with many partners to support the care and development of the Marine Park.

Through targeted partnerships, education and stewardship programs, the Authority works to establish mutually beneficial relationships with First Nations People, local, state and Australian government agencies, reef-dependent industries, schools, community groups, and the public more broadly.

These programs aim to genuinely collaborate, raise awareness, influence best practice, foster innovative actions, build a sense of collective responsibility to care, and empower others to contribute to Reef protection and resilience.

Our **partnerships are critical in managing this world heritage property** with our focus on working with the tourism industry, including Reef HQ Aquarium, and encourage people to see the Reef, love the Reef, and importantly, protect the Reef.

Program area 4: Supporting a high-performing organisation.

The Authority is supported in delivering its key activities through corporate and enabling functions focused on providing efficient and effective services to support and optimise outcomes for the Authority and the Marine Park.

These functions underpin the Authority's capability to effectively administer its delivery strategies and achieve our intended results.

Through **GBRMPA 2020**, we are sharpening our focus on priority functions, building a strong and cohesive culture and investing more heavily in capability development of our people; positioning the Authority to be a more agile and responsive organisation into the future.

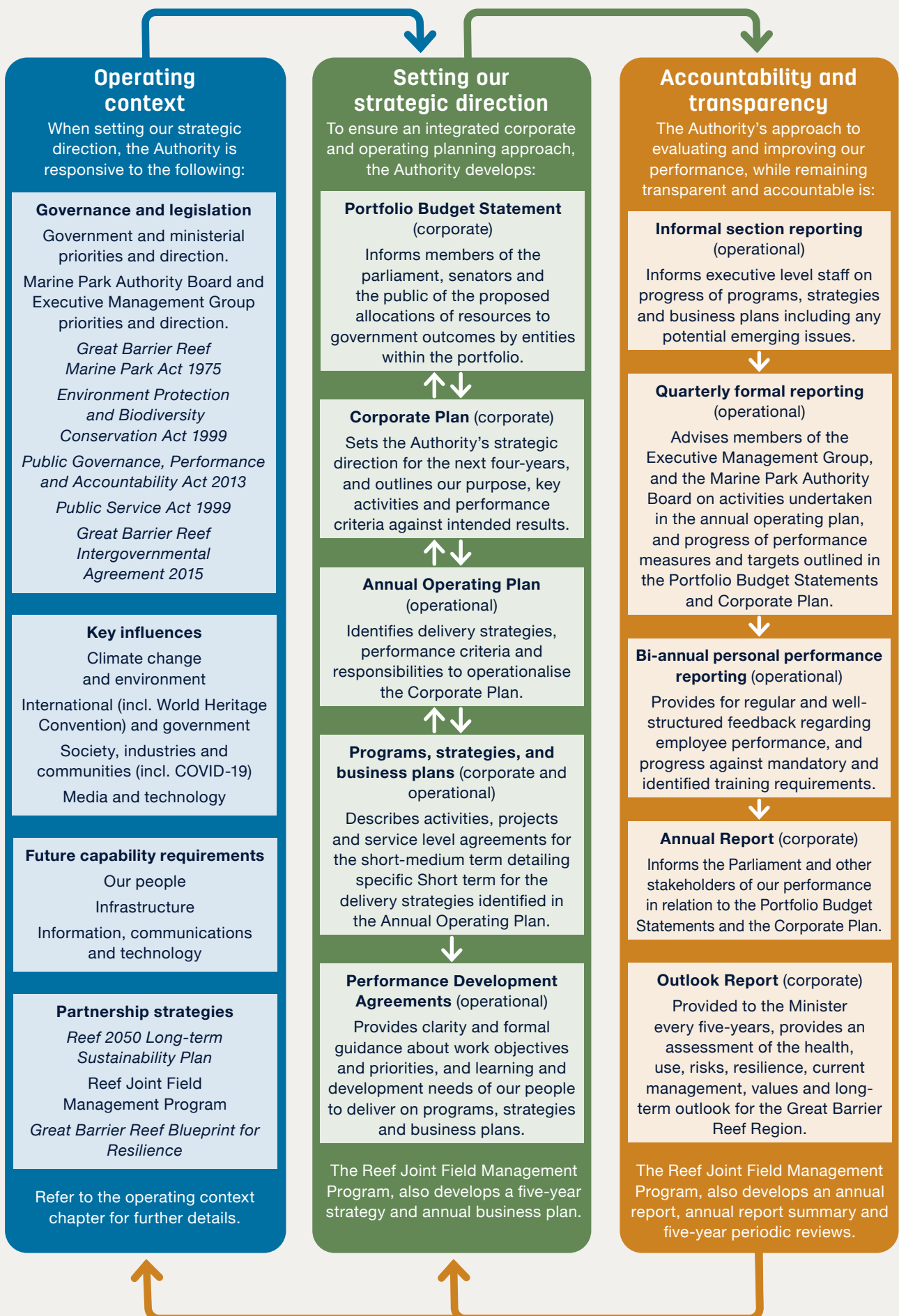
Reporting

To remain accountable, and track progress of our key activities, the Authority undertakes quarterly **corporate reporting**, providing updates of budgeted versus actual expenditure, and progress against our performance criteria as identified in the Performance section of this document. The corporate reporting is provided through our Executive Management Group to the Marine Park Authority Board.

As per the requirements of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) (section 46), the *Marine Park Act* (section 53), and the *Public Service Act 1999* (section 70), the Authority produces an **annual report**. The report includes the Authority's annual performance statements that detail its performance against criteria as published in the Australian Government Portfolio Budget Statements and the Corporate Plan.

The **Great Barrier Reef Outlook Report** is published every five-years, and is an evidence-based report prepared by the Authority in accordance with the Marine Park Act (section 54). The report looks at the Reef's health, management, pressures and likely future. The latest publication, *Great Barrier Reef Outlook Report 2019*, can be found on the Authority's website.





Our 2020-21 high-level work plan

Strategic results

Vision: A healthy Great Barrier Reef for future generations.

The Reef is healthy

Purpose: Provide for 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.

The Reef is protected

Sustainable use of the Reef

The Reef is understood

Key activities

Corporate results

Program area 1: Enhancing Reef resilience by providing expert knowledge to advise key decision makers on managing, reducing or avoiding significant threats to the Reef.	1.1 - Expert knowledge is shared	1.2 - Expert knowledge is used								
Program area 2: Enhancing Reef resilience through innovation, management and regulation of the Marine Park and our in-field presence.			2.1 - Strategies and rules for a resilient Reef are made	2.2 - Rules for a resilient Reef are followed	2.3 - Innovate for a resilient Reef					
Program area 3: Enhancing Reef resilience through partnerships, collaboration and education.						3.1 - Educating others about the Reef	3.2 - Partnering with others to care for the Reef			
Program area 4: Supporting a high-performing organisation.								4.1 - Our resources are applied judiciously	4.2 - Internal controls are documented and implemented	4.3 - People and assets are safe

Delivery strategies

Aboriginal and Torres Strait Islander Heritage Strategy			•	•			•			
Aboriginal and Torres Strait Islander Partnership Strategy							•			
Asset Management Policy and Registers										•
Communication and Engagement Strategy	•					•				
Controlled document management system									•	
Crown-of-Thorns Starfish Control Program					•					
Douglas Shoal Remediation Project	•				•					
External Audit Program									•	
Great Barrier Reef Blueprint for Resilience			•		•					
Internal Audit Program									•	
Policy and Planning Strategic Roadmap			•	•	•					
Portfolio Budget Statement								•		
Protective Security Plan										•
Reef 2050 Long-Term Sustainability Plan	•		•							
Reef 2050 Integrated Monitoring and Reporting Program		•			•					
Reef Education Strategy						•				
Reef Guardians programs							•			
Reef HQ Masterplan						•				
Reef Joint Field Management Program Business Strategy 2020 to 2024		•		•		•	•			
Risk Management Framework										•
Science for Information Needs Strategy	•	•								
Stewardship Strategy						•	•			
Strategic Workforce Plan								•		
Synthesis and Reporting	•	•								
Workplace Health and Safety Manual										•

Operating context

Governance framework

Minister

The Authority reports to the Australian Government Minister for the Environment and is the leading source of advice on a range of matters relevant to the control, care and development of the Great Barrier Reef Marine Park. The Authority provides regular advice on the Reef's health and resilience, including current and future risks to the Reef. The Minister is also kept informed of: day-to-day management; development and implementation of policies, plans and programs to protect the Reef; interventions and adaptive management approaches; partnerships, stewardship, education and capacity building initiatives.

Great Barrier Reef Marine Park Authority (our Board)

The Authority is established under the Marine Park Act. Members are appointed by the Governor-General and include the Chairperson, the Chief Executive Officer (who is the Accountable Authority), and five part-time members. The members are collectively referred to as the Board. Functions of the Authority, as set out in the Marine Park Act (section 7) are overseen by the Board.

Executive Management Group

The Executive Management Group membership includes General Managers who provide strategic leadership and direction to their respective branches, and the Chief Executive Officer, who leads the group working collaboratively to manage the key activities for the Authority.

Senior Management Team

Each branch within the Authority has Directors who develop and drive various delivery strategies across all aspects of the Authority's business. Collectively as a Senior Management Team, the Directors work in partnership to ensure the Authority is adaptable in its delivery of activities in a constantly changing environment.

The Audit Committee

The Audit Committee provides independent assurance to the Authority on the agency's risk, control and compliance framework and its external accountabilities. The Audit Committee has four independent members including a Chair, and is accountable to the agency's Accountable Authority.

Reef Advisory Committees

The Board has established two Reef Advisory Committees (Indigenous and Tourism Reef Advisory Committees) that facilitate the provision of advice regarding policy and actions to address specific risks to the Great Barrier Reef. Members are competency-based and represent specific interest groups / sectors. The Chairperson and members for each committee are appointed by the Marine Park Authority Board.

Workplace Health and Safety Committee

The Authority's Workplace Health and Safety Committee is established under the terms of the *Work Health and Safety Act 2011* and provides a consultative forum to address workplace health and safety issues affecting the Authority. The goal of the committee is to provide a safe workplace for our employees, volunteers, contractors and visitors.

Protective Security Steering Committee

The Protective Security Steering Committee provides advice and support to the Accountable Authority, and the Chief Security Officer regarding the Authority's Protective Security Policy Framework, which includes security governance, information security, physical security and personnel security.

Legislation

Our work to protect the Marine Park is guided through a range of legislation, plans and policies.

Our approach to regulation includes the following fundamental aspects:

1. developing regulatory solutions that take a risk-based approach to achieve the intended outcome
2. implementing an effective and efficient regulatory system
3. encouraging leading practices in responsible use of the Reef
4. responding through enforcement activities proportionate to the risk, severity and attitude
5. continuously improving our regulatory practice to achieve outcomes for the Reef.

Key legislation guiding our delivery strategies are described on pages 11 and 12.

Great Barrier Reef Marine Park specific legislation

The main object of the **Great Barrier Reef Marine Park Act 1975** (the Marine Park Act) is to provide for the long-term protection and conservation of the environment, biodiversity and heritage values of the Region. The other objectives of the Marine Park Act are to allow for ecologically sustainable use of the Region; to encourage engagement in protecting and managing the Region by interested persons and groups (including Queensland and local governments, communities, Traditional Owners, business and industry); and to assist in meeting Australia's international responsibilities in relation to the environment and protection of world heritage. The Marine Park Act sets out the Authority's role and, through its objects, provides the basis for the Region's management.

Great Barrier Reef Marine Park Regulations 2019 is a legislative instrument made under the Marine Park Act, and provides rules that give effect to the Marine Park Act.

The **Great Barrier Reef Marine Park Zoning Plan 2003** (Zoning Plan) is the main planning instrument for the conservation and management of the Marine Park. Each zone has different objectives and rules for certain activities allowed 'as of right' and those purposes for which specific permission under the Great Barrier Reef Marine Park Regulations 2019 is required.

In addition to the Zoning Plan, **plans of management** are in place for intensively used, or particularly vulnerable groups of islands and reefs, and for the protection of vulnerable species or ecological communities, in the Marine Park. Plans of management complement Marine Park zoning by addressing issues specific to an area, species or community in greater detail than can be accomplished by the broader Reef-wide zoning plans.

The current plans of management in place are the **Shoalwater Bay (Dugong) Plan of Management 1997, Cairns Area Plan of Management 1998, Whitsundays Plan of Management 1998** and the **Hinchinbrook Plan of Management 2004**. Plans of management are a critically important part of ensuring tourism use of the Marine Park is best-practice and sustainable.

The Zoning Plan expressly acknowledges the rights and interests of Traditional Owners in the Marine Park by providing for the management of the traditional use of marine resources, including traditional hunting, in accordance with Traditional Owner custom and tradition. The Zoning Plan also explicitly states that it is not intended to affect the **Native Title Act 1993**.

The **Great Barrier Reef Marine Park (Environmental Management Charge-Excise) Act 1993** is an Act to impose a charge on the grant or transfer of certain permissions under the Great Barrier Reef Marine Park Regulations 2019, so far as that charge is a duty of excise.

The **Great Barrier Reef Marine Park (Environmental Management Charge-General) Act 1999** is an Act to impose a charge on the grant or transfer of certain permissions under the Great Barrier Reef Marine Park Regulations 2019, so far as that charge is neither a duty of customs nor a duty of excise.

Other legislation and agreements relevant to the Great Barrier Reef Marine Park

The Authority's operating environment is shaped by the **Great Barrier Reef Intergovernmental Agreement** (IGA) entered into by the Australian and Queensland governments in 1979. The IGA continues the complementary and cooperative approach between the Australian and Queensland governments to manage the jurisdictional complexity of the Reef including managing the Marine Park (Commonwealth) and adjoining Great Barrier Reef Coast Marine Park (Queensland).

The IGA (as updated in 2015) reflects the shared vision for the future outlined in the **Reef 2050 Long-Term Sustainability Plan** (Reef 2050 Plan), and renews the Australian and Queensland governments' commitment to protecting and managing the World Heritage Area, including its outstanding universal value.

The Marine Park along with other world heritage properties, are matters of national environment significance under the **Environment Protection and Biodiversity Conservation Act 1999** (EPBC Act). The Authority works closely with the Department of Agriculture, Water and Environment for a streamlined assessment process when both EPBC Act and Marine Park Act approvals are required. The Authority may provide formal advice in relation to referrals for activities outside the Marine Park that may impact on the Marine Park.

The Authority administers the **Environment Protection (Sea Dumping) Act 1981** which prohibits dumping of waste or other matter from any vessel, aircraft or platform in Australian waters, unless a permit has been issued.

A number of important aspects of native title, including the recognition and protection of native title and a mechanism for determining claims to native title is provided for under the **Native Title Act 1993**.

Certain activities are prohibited in relation to historic shipwrecks and relics and requires discoveries to be notified under the **Historic Shipwrecks Act 1976**.

The **Protection of the Sea (Prevention of Pollution from Ships) Act 1983** is the responsibility of the Department of Infrastructure, Transport, Regional Development and Communications together with the Australian Maritime Safety Authority.

A number of aspects relating to sea installations including requirements that they be operated in a manner consistent with protection of the environment is provided for under the **Sea Installations Act 1987**.

Organisational legislation

As a non-corporate Commonwealth entity, the Authority is regulated by various legislation and policy relating to the day-to-day operations of the organisation. Each section within the Authority ensures compliance with relevant legislation in the delivery of day-to-day operations.

Powers, functions and responsibilities of Agency Heads are defined under the **Public Service Act 1999**. The act also provides for a legal framework for the effective and fair employment, management and leadership of Australian public service employees, including establishing rights and obligations of Australian public service employees.

The **Public Governance, Performance and Accountability Act 2013** (PGPA Act) provides for governance, performance and accountability of, and the use and management of public resources by, Commonwealth entities for related purposes. A number of rules and resource management guides are also provided for under the act.

The Authority must comply with record keeping obligations in respect of Commonwealth records under the **Archives Act 1983**.

Members of the public have rights of access to official documents of the Government of the Commonwealth and of its agencies under the **Freedom of Information Act 1982**.

The **Crimes Act 1914** relates to offences against the Commonwealth, in-particular the disclosure of information by Commonwealth officers and official secrets.

The **Privacy Act 1988** deals with privacy of individuals. The *Privacy Act 1988* (section 14) stipulates a number of privacy rights known as the Information Privacy Principles (IPPs). The Authority upholds these principles in undertaking its day-to-day operations.

Operating environment

Influences affecting our operating environment

The Authority seeks to protect the Reef from key threats, of which climate change is the most severe. The other major threats are land-based run-off, coastal development, and some aspects of direct human use (such as illegal fishing). Like all reefs round the world, climate change is by far the most significant factor affecting the Reef, and the greatest threat to its long-term outlook. Limiting climate change is critical to the health of coral reef ecosystems world-wide. The conditions in which corals have thrived for millions of years are changing at a pace faster than corals are adapting.

While coral reefs make up about 14 per cent of the Reef, they are the best-known part of the ecosystem and provide habitat for an enormous variety of plants and animals. Marine heatwaves in the summers of 2016, 2017 and 2020 resulted in mass coral bleaching events and widespread mortality of corals in shallower reef habitats. Coral cover has declined significantly over the past 40 to 50 years through a combination of successive cyclones, crown-of-thorns starfish outbreaks, mass bleaching events, and poor water quality, combined with insufficient time for recovery between these disturbances.

Commercial and non-commercial use of the Marine Park collectively form an important part of the social and economic fabric that supports Australian and international communities. However, all reef-dependent and non-reef dependent (only requiring access through the region) activities have the potential to conflict with the long-term protection, conservation and function of the Reef's natural and heritage values. Key activities within the Marine Park requiring continual monitoring and management include: shipping and expansion of port infrastructure, marine tourism and recreation, defence activities, recreational fishing, charter and commercial fishing, traditional use, and research and educational activities.

The broadening online connection of Australian and international communities through technology has enabled a rapid transfer of information and ideas. The digital environment provides a platform for a wider range of voices and perspectives on the health, importance and threats to the Reef. It has allowed instant and world-wide reporting on Reef issues by Australian and international media to a larger variety of audiences. The Authority embraces its role in providing trusted, evidence-based information to the public, not only on the state of the Reef, but what it and others can do to help the Reef.

The Authority recognises the increasingly diverse range of entities investing in Reef protection and research. Incorporating use of technology in the management of the Marine Park, forging strong partnerships and engagement with those entities, and increasing our digital presence is essential in maintaining connection with Australian and international communities. The Authority will continue to be the authoritative voice on matters relating to the Reef; and ensure decision-makers and key stakeholders are influenced by our advice, based on the best available science.

Operating within the context of significant ongoing changes in global political, economic, societal, technological and environmental values and systems, the challenges of managing a healthy and resilient Reef have become increasingly complex. While supporting the government's strong focus on Reef intervention activities, the Authority is cognisant of the compounding and profound impacts of the COVID-19 pandemic on reef-dependent businesses, Traditional Owners and recreational users.

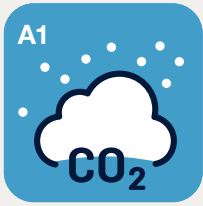
Additionally COVID-19 has had significant impacts on the Authority's internal operations and how we engage with Reef users.

We continue to work together with other Australian and Queensland government agencies, First Nations People, industry, community organisations, and individuals to help achieve our vision of 'a healthy Great Barrier Reef for future generations'.



Key influences

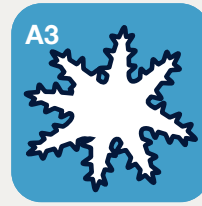
A. Climate change and environment



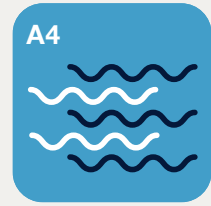
Events with a significant impact on global greenhouse gas emissions



Environmental disturbances – mass coral bleaching, cyclones, storms and water quality



Biological stresses e.g. crown-of-thorns starfish

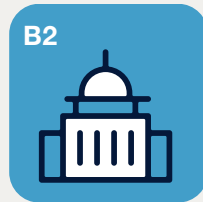


Changes in physical oceanography e.g. ocean temperature

B. International and government



Global and domestic climate change policy and action



Other policy, regulatory and legislative changes



Changes of government



Funding and resources

C. Society, industries and communities



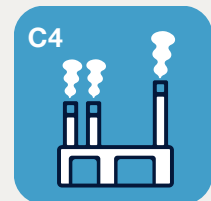
Social licence for Reef related activities



Shifting societal views and behavioural change



Global crisis e.g. COVID-19



Growth and contraction of industries

D. Media and technology



Information and reporting by Australian and international media



Social media



Technological changes in use of the Marine Park



Interventions that improve Reef resilience

Risk oversight and management

The Authority operates in a complex and challenging environment to manage the Marine Park, involving responsibilities to maintain the area's natural and cultural integrity while allowing ecologically sustainable use.

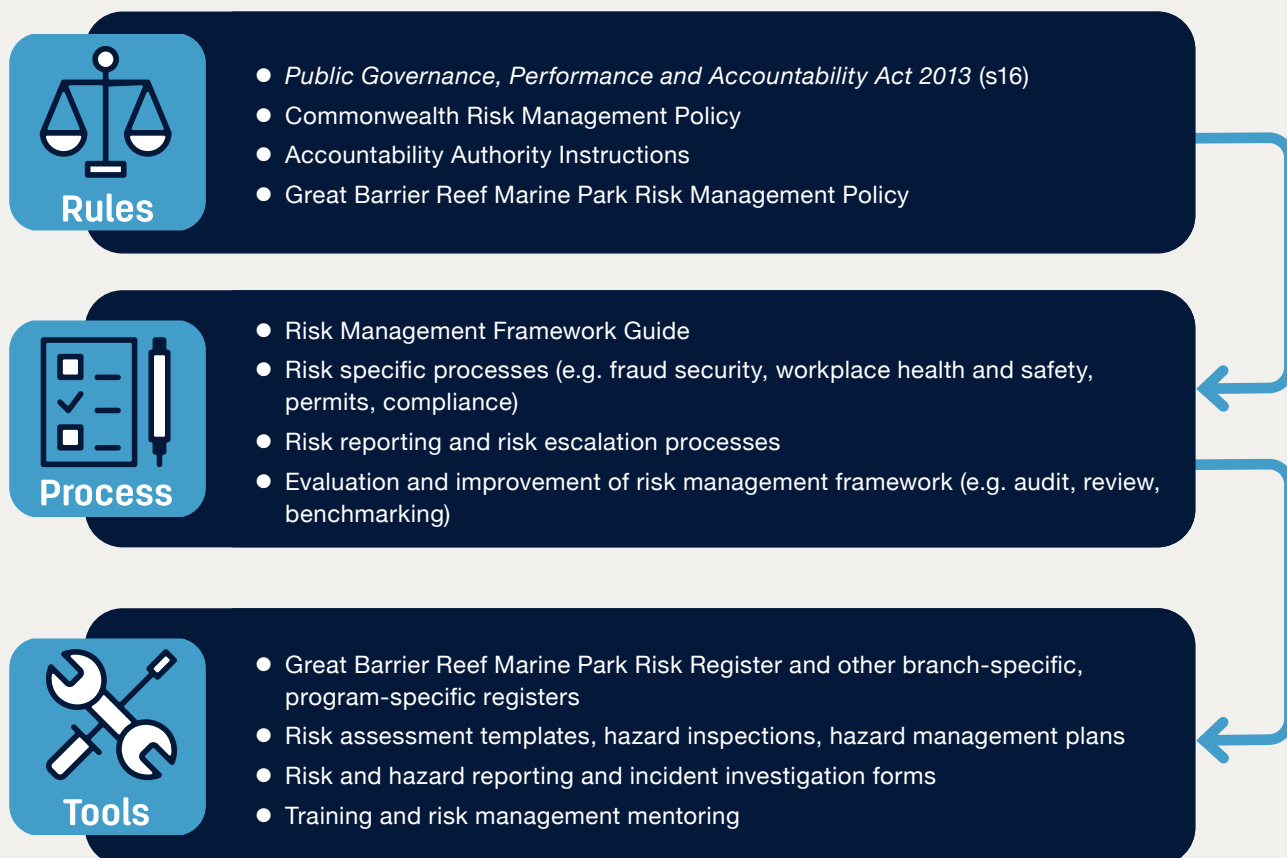
Accumulated pressures, in particular those related to climate change, are impacting the Reef's resilience, and a decline in its condition compel the Authority to adopt new approaches, in a risk-informed way. The size and diversity of the Reef ecosystem, its economic importance, state, local, national and international interests, and jurisdictional, biophysical and social complexities also require a flexible approach to the management of risk.

Our risk management framework

The Authority recognises risk management as a critical component of good regulatory and corporate governance, and has established a risk management framework consistent with the principles and processes of the Australian and international risk management standard.

The Authority's risk management framework is administered in line with the requirements of the Commonwealth Risk Management Policy, and is operationalised internally through a policy, a guideline, tools and templates. The policy and framework explain the Authority's risk management approach, its risk criteria and appetite, and articulates the responsibilities all workers have for the effective management of risk.

The maturity of the Authority's risk management framework is independently verified on a regular basis through participation in Comcover's Risk Management Benchmarking Program, and assurance of its internal control environment is sought via internal review and auditing.



Risks with the potential to force a change in strategic direction

Every five-years the Authority's peer-reviewed Outlook Report provides an assessment of risks to the ecosystem and heritage values of the Region. This report and the associated independent assessment of management effectiveness, provides the mechanisms through which risks to the region, and the way they are managed, are strategically identified and understood. At a whole-of-government level, the Outlook Report also informs the review of the Reef 2050 Plan, particularly where strategic actions and investments need to focus to address risks to the World Heritage Area.

Delivery strategies to manage these risks (where jurisdictionally applicable) are integrated into the Corporate Plan and implemented through the Authority's Annual Operating Plan. Information gaps critical to management are identified within a Science and Information Needs Strategy, so academic and scientific communities, research funders and stewardship groups can contribute to new knowledge and improve the objectivity of information required for risk assessment.

Accordingly, the Authority faces a range of risks, reflecting its responsibilities as a policy adviser, program administrator, world heritage property manager and regulator. The Authority identifies and regularly monitors the strategic and operational risks which could have serious impacts on progress towards achievement of its Corporate Plan and broader purpose.

The Board in consultation with the Executive Management Group have identified nine areas of strategic risk for the Authority. These risks are monitored to evaluate the effectiveness of identified controls and mitigation measures.



Strategic risk	Key influences (links to operating environment p.14)	Mitigating the risk	Delivery strategies	
The impact of climate change on the health, resilience and outstanding universal value of the Reef.	A1. A4. B1. C2. C4. D1. D4.	<ul style="list-style-type: none"> ● Influence through clear climate change messaging and our climate change position statement that advocates for strongest possible action to limit global warming to 1.5°C. ● Targeted local management actions continue to be implemented. ● Build understanding of climate change impacts by providing timely data about the Reef. ● Leading by example through initiatives to reduce our carbon footprint. 	<ul style="list-style-type: none"> ● Synthesis and Reporting (Outlook Report 2019) ● Stewardship Strategy ● Reef Education Strategy ● Reef Guardians program ● Reef Joint Field Management Program Business Strategy 2020 to 2024 	<ul style="list-style-type: none"> ● Reef 2050 Long-Term Sustainability Plan ● Great Barrier Reef Blueprint for Resilience ● Reef 2050 Integrated Monitoring and Reporting Program ● Reef HQ Masterplan ● Communications and Engagement Strategy
The impact of non-climate change threats on the health, resilience and outstanding universal value of the Reef.	A2. A3. B2. B3. C1. C2. D3. D4.	<ul style="list-style-type: none"> ● Position statements (coastal ecosystems and marine debris) advocate for protection and action. ● On ground intervention action. ● On-ground compliance action to ensure use is ecologically sustainable. ● Application of a risk-based regulatory approach which is responsive to a changing environment. ● Provision of expert advice and representation into partner programs, including promoting findings of the Outlook Report 2019. ● Communications, education and engagement activities target the high and very high risks to the Reef as identified in Outlook Report 2019. 	<ul style="list-style-type: none"> ● Crown-of-Thorns Starfish Control Program ● Douglas Shoal Remediation Project ● Reef 2050 Long-Term Sustainability Plan ● Great Barrier Reef Blueprint for Resilience ● Policy and Planning Strategic Roadmap ● Synthesis and Reporting (Outlook Report 2019) ● Aboriginal and Torres Strait Islander Heritage Strategy 	<ul style="list-style-type: none"> ● Communication and Education Strategy ● Reef Education Strategy ● Reef Guardians program ● Reef 2050 Integrated Monitoring and Reporting Program ● Reef Joint Field Management Program Business Strategy 2020 to 2024 ● Stewardship Strategy ● Science for Information Needs Strategy
The Authority is inadequately influential in the complex Reef debate.	B3. C2. D1. D2.	<ul style="list-style-type: none"> ● Responsive and pro-active communications and engagement. ● Forthright advice and representation in governance and partnership forums. ● We build our reputation through briefings and public engagement. 	<ul style="list-style-type: none"> ● Communications and Engagement Strategy ● Reef Education Strategy 	<ul style="list-style-type: none"> ● Reef 2050 Long-Term Sustainability Plan ● Great Barrier Reef Blueprint for Resilience
The Authority is unable to anticipate and adapt to evolving Reef circumstances and threats.	A1. A4. B1. B3. C1. D3.	<ul style="list-style-type: none"> ● Continue risk-based regulatory approach to management which is responsive to a changing environment. ● Maintain awareness of evolving Reef pressures, condition and outlook. ● Facilitation of Reef scenario planning. ● Continue engagement and monitoring programs with stakeholders. ● Respond to Outlook Reporting 2019 through our range of delivery strategies. ● Engagement and development of our people to ensure staff agility and cultivation of relevant skillsets. 	<ul style="list-style-type: none"> ● Policy and Planning Strategic Roadmap ● Reef 2050 Integrated Monitoring and Reporting Program ● Science for Information Needs ● Synthesis and Reporting 	<ul style="list-style-type: none"> ● Stewardship Strategy ● Reef Joint Field Management Program Business Strategy 2020 to 2024 ● Strategic Workforce Plan
The Authority is unable to prioritise and work within its assigned resources.	B2. B4.	<ul style="list-style-type: none"> ● Synergise approaches with partner agencies to reduce effort. ● Focus workforce requirements and effort to priorities. 	<ul style="list-style-type: none"> ● Strategic Workforce Plan 	<ul style="list-style-type: none"> ● Reef 2050 Long-Term Sustainability Plan
The Authority is unable to balance competing desires for Reef management and usage.	B2. B3. C2. C3. C4. D3.	<ul style="list-style-type: none"> ● Delivering our function as managers of the Marine Park through legislation. ● Application of a risk-based regulatory approach which is responsive to a changing environment. ● Synergise approaches with partner agencies. 	<ul style="list-style-type: none"> ● Policy and Planning Strategic Roadmap ● Reef 2050 Long-Term Sustainability Plan 	<ul style="list-style-type: none"> ● Reef Joint Field Management Program Business Strategy 2020 to 2024
The Authority is unable to engage effectively with, and meet the expectations of, key stakeholders – including tourism, fishing, ports and the community.	B4. C1. C2. C3. D4.	<ul style="list-style-type: none"> ● Responsive and pro-active communications and engagement. ● Continue implementation of tailored regional engagement with stakeholders through a partnership approach with other agencies. ● Continue public consultation for regulatory and policy changes. ● Continue routine engagement through our full range of delivery strategies. ● Utilise technology advancements to engage with key stakeholders. 	<ul style="list-style-type: none"> ● Communications and Engagement Strategy ● Stewardship Strategy ● Reef Education Strategy ● Policy and Planning Strategic Roadmap 	<ul style="list-style-type: none"> ● Reef Guardians program ● Reef Joint Field Management Program Business Strategy 2020 to 2024 ● Information Communications and Technology Strategy
The Authority is unable to develop and maintain positive relationships with Traditional Owners and respond effectively to the shifting interpretation of rights.	B2. C2.	<ul style="list-style-type: none"> ● Implement actions to assist Traditional Owners of the Great Barrier Reef to keep their Indigenous heritage strong, safe and healthy. ● Maintain the Traditional Use of Marine Resources Agreement program. ● Develop our Indigenous leadership model within the Authority. ● Continue engagement and partnerships with Traditional Owners through our full range of delivery strategies. ● Continued promotion of Indigenous heritage through Reef HQ Great Barrier Reef Aquarium. 	<ul style="list-style-type: none"> ● Aboriginal and Torres Strait Islander Heritage Strategy ● Aboriginal and Torres Strait Islander Partnership Strategy ● Policy and Planning Strategic Roadmap 	<ul style="list-style-type: none"> ● Reef 2050 Long-Term Sustainability Plan ● Strategic Workforce Plan ● Reef HQ Masterplan
Revenue reduces to the extent that it impacts the Authority's ability to effectively manage the Marine Park.	B4. C3.	<ul style="list-style-type: none"> ● Continue to advise the Australian government on resourcing requirements to manage the Marine Park. 	<ul style="list-style-type: none"> ● Portfolio Budget Statements 	<ul style="list-style-type: none"> ● Strategic Workforce Plan

Capability

Workforce capability

In late 2019, the Authority commenced, Great Barrier Reef Marine Park Authority 2020 (GBRMPA 2020), a consultative initiative that aims to achieve:

- **Clarity:** sharpening the Authority' focus and being clear about our role as world-leading Reef managers. We will be known for our streamlined, strong governance and decision-making.
- **Agility:** becoming more agile, responding quickly and with impact as challenges emerge. Our people will embrace new priorities using modern management tools, processes and technologies.
- **Capability:** investing in our people to make sure we are capable of the tasks ahead. Our people will have the skills and experience to cope with future challenges.

The initiative is part of our ongoing commitment to evolve our operations that will ensure the Authority can continue addressing contemporary and emerging challenges on the Reef. The three core elements of work that will be the foundation of our improvement efforts are:

- **Culture:** in a cohesive culture we all work towards the same goal. How we behave as individuals and in teams is crucial for us to accomplish our purpose of protecting the Reef.
- **Alignment:** improving the alignment of our resources to our key priorities will help us to be a more efficient and effective organisation.
- **Workforce:** it is important we have the workforce to deliver now and into the future. We will deliver the Authority's inaugural Strategic Workforce Plan and Capability Development Strategy, which will provide the foundation for greater investment in capability development.

The Strategic Workforce Plan is currently under development in parallel with the GBRMPA 2020 initiative. The plan will encompass external market workforce trends, future focussed skills and capabilities needs and an analysis of the Authority's workforce trends.

The plan will also provide strategic direction for a range of human resource management initiatives for the Authority to prepare the workforce for the future and identify opportunities for improved technological and digital capability.

Reconciliation Action Plan

The Authority is proud of its partnerships with First Nations People and of the opportunities provided to support and protect their Sea Country. The Reconciliation Action Plan gives the Authority the time and opportunity to raise awareness and support for further developing our reconciliation program.

Our culture

In the first half of 2020 the Authority developed an ideal culture and supporting core behaviours through a considered and consultative process with our people. Our culture and behaviours build on the Australian Public Service values and code of conduct.

The pillars of the Authority's ideal culture are:

We are one GBRMPA > We are an inclusive community of diverse individuals, working collaboratively with trust and respect to achieve the Authority's shared purpose.

We are professional > We are committed, professional public servants who are accountable and transparent, always acting in the best interest of the Authority.

We deliver > We deliver meaningful and measurable outcomes by setting clear and achievable goals, managing risk effectively and accepting shared responsibility for results.

We strive for excellence > We bring our experience, skills and knowledge to everything we do and are committed to professional growth.

Average staffing levels



219.07

Current
(as at 30 June 2020)



238

Proposed
for 2020-21



240

Proposed
for 2021-22

Diversity and equity



65.45%

Women



34.55%

Men



3.66%

First Nations People



1.22%

Identify with a
disability



18.70%

Women in
executive roles



13.00%

Men in
executive roles



7.72%

Employees
under 30



13.41%

Employees
over 55



45

Average age of
employees

Retention



35.36%

Over 10 years
of service



8

Average years
of service

Flexibility



11.79%

Regionally
based (not in
Townsville)



85.77%

Full-time



5.69%

Part-time



8.54%

Casual

Infrastructure

Head office

Into the future, the Authority intends to move its head office back to close proximity to Reef HQ Great Barrier Reef Aquarium (Reef HQ Aquarium), the national education centre of the Authority. This will also mean that the Authority's head office will also be in close proximity to the Queensland Government's Museum of Tropical Queensland.

Reef HQ Great Barrier Reef Aquarium

Reef HQ Aquarium has received \$26.9 million in Australian Government funding to undertake critical works for Reef HQ Aquarium. These works include safety systems such as electrical, structural, mechanical, and fire.

The government announced a further \$2.6 million to upgrade ageing animal life support systems for Reef HQ Aquarium as part of the Government Relief and Recovery Fund. It will ensure the systems that control the environment within the aquarium are upgraded and maintained, supporting the health and wellbeing of the living exhibits while the aquarium is closed.

These two funding announcements have meant that the facility can continue to provide education out-reach opportunities for local, regional, national and international communities.

Regional offices

To support effective partnerships with government agencies, non-governmental organisations, First Nations People, industry, science and research bodies, and local communities, the Authority has staff placed in locations across Queensland, and in Canberra.

Offices located along the Queensland coast also allow for effective monitoring and compliance activities to occur within the World Heritage Area through the Reef Joint Field Management Program.

The Authority maintains its head office and regional offices in:

- Cairns
- Townsville (head office)
- Canberra

The Authority also maintains smaller offices, co-located with Australian and Queensland government departments.

Like many government and private organisations, the COVID-19 pandemic has provided opportunities to consider different ways to deliver services. Into the future, the Authority will reflect on these opportunities when undertaking corporate, operational and workforce planning.

Vessels

The Reef Joint Field Management Program, manages a fleet of 21 vessels to support successful delivery of the program. The Reef Joint Field Management Program Business Strategy 2020-2024 details a structured vessel maintenance and replacement program, delivering professional management of the fleet.

Over the period of the Corporate Plan and the Reef Joint Field Management Program Business Strategy 2020-2024, the fleet will reduce to 20 vessels, with a further replacement of seven vessels to similar or upgraded capacity. We anticipate delivery of a new 24 metre patrol vessel (the Reef Resilience) in 2020-21.

The Reef Joint Field Management Program is essential in supporting delivery of the Authority's key activities. In-field operations, including conservation, monitoring, incident response, and upholding compliance, would not be possible without an effective and efficient fleet of vessels.

Information communications technology capability

Strategy

The Authority has in place, and periodically reviews, an Information Communications and Technology Strategic Plan.

The latest review of the plan, refreshes and repositions the direction of the Authority's information landscape for the next four-years, aligning with the Authority's corporate and operational outcomes. The plan further responds to, and aligns with whole of government policies and directives to unlock the value of government information and harness technology to deliver better, trusted and more online services.

Over the next four-years the Authority will enhance its capability through four strategic themes with the following outcomes:

- People and governance
 - a workforce strategy that develops the skills of our people
 - clear communication of change and impacts across the Authority
- Information, data and analytics
 - a single compliant records management solution that is integrated
 - ability to find and locate information when needed
 - information that is readably accessible and reusable across business areas
 - a consistent data model applied across business systems
 - data is mastered in one place and accessible by other systems
 - business intelligence solutions support sound decision making
- Business systems
 - whole of government shared services are utilised
 - commercially available cloud is used to deliver agile and high-quality business systems
 - Authority applications are consolidated through effective management strategies
 - uptake of an enterprise level approach to business system development and management
- Networks
 - one device that provides users with a digital workspace that improves productivity and collaboration, and is accessible to all staff
 - information is secured from malicious and accidental data loss in an open data environment
 - security controls follow data, rather than systems.

During the COVID-19 pandemic, the Authority's technology teams were agile and responsive to ensure the Authority's services and our people continued to operate during lockdown. Opportunities identified during the pandemic will be harnessed and considered in future actions to further build the Authority's information, communications and technology capabilities.

Co-investment

The Authority maintains a current Memorandum of Understanding with the Queensland Government under the Reef Joint Field Management Program. The Authority provides shared information technology systems and services to ensure the continued business operations with our partners in the management of the Marine Park.

Cooperation – partnerships

Government

Australian and Queensland governments

The Australian and Queensland governments' Reef 2050 Long-Term Sustainability Plan (Reef 2050 Plan) provides an overarching long-term strategy for the protection and management of the Reef to support its health and resilience.

In 2020, the Reef 2050 Plan will undergo its five-year review to ensure it remains fit for purpose and is focused on the right priorities and actions to help the Reef. Revision of the Plan builds on previous versions and reflects the fact that existing programs and policies are effective but need to be maintained, intensified or adapted to meet accelerating threats, emerging needs and changing patterns of direct human use.

The Authority is a key partner in the Reef 2050 Plan's coordination and delivery. The Reef 2050 Plan builds upon, and does not replace, the existing statutory and foundational management arrangements for the World Heritage Area, such as the Authority's permissions system and the Reef Joint Field Management Program.

An Independent Expert Panel and a Reef 2050 Advisory Committee have been established to advise the Australian and Queensland governments on implementation and review of the Reef 2050 Plan, and provide advice on other Reef related matters as required.

Queensland Department of Environment and Science

The Reef Joint Field Management Program (the Program) is delivered under the *Great Barrier Reef Intergovernmental Agreement 2015*. The agreement is established between the Commonwealth of Australia and the State of Queensland, and is overseen by the Great Barrier Reef Ministerial Forum, and strategically managed by the Field Management Strategy Group.

The Authority works in partnership with the Queensland Department of Environment and Science to deliver the day-to-day operations of the Program. A field-team delivers practical on-ground actions to protect and maintain well-functioning marine and island ecosystems that support economic, traditional and recreational uses of the Great Barrier Reef. The Program also delivers a compliance regime to deter and detect illegal activity.

Australian Defence Force

The Australian Defence Force has operated and trained in the Great Barrier Reef region for more than 100 years. Training activities are undertaken in a few designated areas of the Reef, covering less than four per cent of the Great Barrier Reef Marine Park.

The Australian Department of Defence directly manages all defence training activities. It also manages the environmental impacts within the Marine Park in collaboration with the Authority, the Australian Department of Agriculture, Water and the Environment and Queensland government agencies.

Australian Maritime Safety Authority

The Australian Maritime Safety Authority (AMSA) is responsible for casualty response and pollution prevention and managing shipping activities throughout the Great Barrier Reef region.

The Authority, along with AMSA and Maritime Safety Queensland, administer special measures under international and domestic law to regulate ship activities, and have response plans in place to respond to shipping incidents and marine pollution (for example, oil spills).

Local councils

The Reef Guardian Council Program showcases environmentally sustainable practices undertaken by councils in the Reef's catchment. The program recognises that effective management and protection of the Reef requires a coordinated effort from industries, communities and all levels of government.

There are 18 councils between Bundaberg and Cooktown in the program undertaking a range of projects. This covers a 300,000 square kilometre area and a population of almost one million people.

Partners of the Reef



First Nations People

Science and research

Industry

Government

Community

Non-government

First Nations People

The Authority works in close partnership with First Nations People and acknowledges their continuing connection to the Marine Park encompassing tens of thousands of years. Establishing effective and meaningful partnerships with First Nations People is essential to protect cultural and heritage values, conserve biodiversity and enhance the resilience of the Reef.

Aboriginal and Torres Strait Islander Heritage Strategy for the Great Barrier Reef Marine Park

The *Aboriginal and Torres Strait Islander Heritage Strategy* for the Great Barrier Reef Marine Park aims to move towards a future where the enduring culture and connection of Reef Traditional Owners with Sea Country is widely recognised. The strategy commits to 30 actions under 12 strategic objectives to achieve keeping Indigenous heritage strong, safe and healthy.

Aboriginal and Torres Strait Islander Partnership Strategy

The Authority is developing an Aboriginal and Torres Strait Islander Partnership Strategy to achieve genuine partnerships with Traditional Owners in the business of the Authority and the management of the Marine Park and World Heritage Area. The strategy will aim to support multiple benefits for Traditional Owners and to recognise and respect the ongoing cultural responsibilities of Traditional Owners in the management of Sea Country.

Traditional Use of Marine Resources Agreements

The Authority collaborates with Traditional Owners to develop Sea Country management arrangements including Traditional Use of Marine Resources Agreements. The Authority's ongoing focus is to continue to strengthen our Sea Country planning and co-management arrangements with Traditional Owners.

Building the capacity of Traditional Owners

The Authority, through a Memorandum of Understanding with the National Indigenous Australians Agency, worked with Traditional Owner groups to train Indigenous Rangers in Certificate IV in Government Investigations.

Eyes and Ears compliance training is also delivered to Traditional Owners and Indigenous Land and Sea Rangers to raise awareness and encourage reporting of offences. First Nations People are an important part of Reef Joint Field Management Program's compliance network, with more than 450 Indigenous Rangers and Traditional Owners providing compliance reporting and talking with the program's Indigenous Compliance Team about management of their respective Sea Country.



Non-governmental organisations

Great Barrier Reef Foundation

As the lead manager of the Reef, the Authority works with the Great Barrier Reef Foundation (the Foundation) to ensure alignment of efforts across our organisations and to enhance the delivery of outcomes for the Reef. The Authority and the Foundation have an overarching Memorandum of Understanding which sets out how our two organisations work cooperatively in the protection of the Reef.

The Authority provides advice to the Foundation through a range of forums, including through its International Scientific Advisory Committee and Partnership Management Committee, and a number of project-specific working groups, and our Chief Executive Officer is an observer to meetings of the Foundation's Board.

Industry

Tourism

The marine tourism industry is a key partner in the protection and management of the Reef. Tourism operators help enhance visitor experiences of the Reef and play an important role in protecting the amazing biodiversity that supports their industry.

There are also many tourism operators across the Marine Park who regularly work in partnership with the Authority to monitor the Reef through the Eye on the Reef Monitoring Program and Sightings Network.

High Standard Tourism Operators voluntarily operate to a higher standard than required by legislation as part of their commitment to ecologically sustainable use. These operators are independently certified as meeting best practice standards for the key areas of protection, presentation and partnership.

Many of these High Standard Tourism Operators also engage with the Authority to have their staff participate in the Master Reef Guides Program. This program is delivered by the Authority, Association of Marine Park Tourism Operators and Tourism and Events Queensland, and is the first of its kind for the Reef. Master Reef Guides provide up to date information on the Reef, share their stories and experiences, and explain how visitors to the Reef can get involved in Reef protection from anywhere in the world.

The Authority understands the pressures facing the tourism industry at present, and has temporarily waived the environment management charge and as part of an Australian Government economic stimulus package in response to the COVID-19 pandemic. The environmental management charge is associated with most commercial activities in the Marine Park.



Ports

Commercial shipping plays an important role in supporting Queensland's growing economy. Along the Reef's coast there are 10 major trading ports and two minor ports that support Australia's imports and exports. The waters surrounding most of these ports fall within the World Heritage Area, but not within the Marine Park.

The Authority has a memorandum of understanding with Queensland Ports Association that establishes a collaborative agreement to strategically improve coordination associated with port activity within or adjacent to the Marine Park.

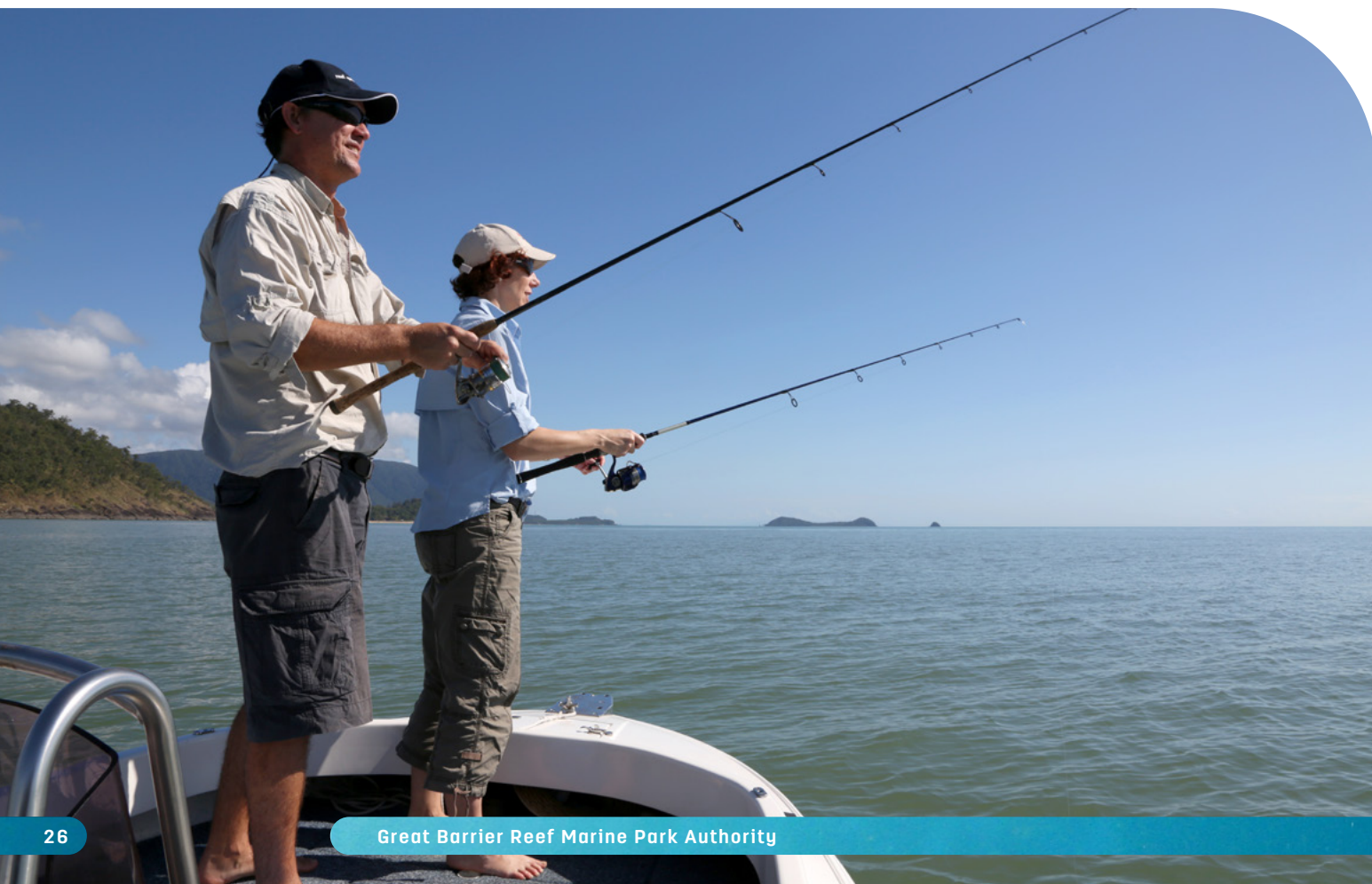
Fishing

Fishing is an important activity in the Marine Park that provides valuable commercial, recreational and cultural benefits. Fishing is a source of income for Queensland coastal communities, and many residents and tourists go fishing for pleasure.

The Great Barrier Reef Intergovernmental Agreement outlines how the Australian and Queensland governments collaborate to ensure fishing in the Marine Park is managed in a way that protects and conserves the Reef, including its World Heritage values. The Australian Government, through the Authority, is responsible for implementing the Zoning Plan, which identifies where various activities, including fishing, are permitted. Approximately two thirds of the Marine Park is open to some type of fishing.

The Authority works collaboratively with the Queensland Department of Agriculture and Fisheries, and provides advice regarding legislation and regulation amendments for activities that occur within the Marine Park.

The Reef Guardian Fishers Program recognises commercial fishers who are fishing sustainably and maintaining the health of the Reef while building the future of their fishery, their business and the Reef.



Science and research

We use the best available knowledge to manage the Reef and support its health and resilience for future generations.

We collaborate with research providers and major research programs through a number of long-standing formal relationships, including participation in relevant boards and committees, and formal membership in research teams, as well as through one-on-one communication between individual staff members and the scientific community.

One key collaboration is with the Australian Institute of Marine Science, a relationship that is underpinned by a Memorandum of Understanding for Cooperation and Collaboration, which enables us to combine capabilities to deliver Reef research and management in an increasingly complex and challenging environment.

Our science information needs

Our Science Strategy and Information Needs 2014-2019 sets out our future scientific information needs. It aims to ensure scientific activities are relevant and targeted to address critical management issues, and that scientific outputs are easily accessible. The strategy is currently under review, and will draw on the findings in the Great Barrier Reef Outlook Report 2019.

Local communities

Our regional engagement teams are working with stakeholders and communities to support the Reef's health and resilience and improve its long-term outlook. Catchment communities are highly diverse and include remote Traditional Owner communities, agricultural districts and large regional cities.

Local Marine Advisory Committees

These committees facilitate the provision of local advice on management issues relevant to the Reef. The agency has in place 12 community-based Local Marine Advisory Committees. Membership on these committees is appointed by the Chairperson of the Authority following a community nominations process.

Recreational users

Many Australian and Queensland government agencies play a significant role in managing recreation in the Marine Park. The Authority is committed to working collaboratively with those agencies, and building and maintaining productive networks with First Nations People, community groups and individuals that have an interest in management of the Marine Park. Collaboration, coordination and consistency are important factors in ensuring that the Marine Park is protected and recreational use is ecologically sustainable.

The Authority applies its suite of tools to manage recreation within the Marine Park, with an increased focus on understanding recreational use, working with others, education and public awareness, best practice and in-park arrangements.

Education

The Reef Guardian Schools program began in 2003 and sees students, teachers, their communities and local environmental agencies make positive environmental changes for the marine environment.

A key objective of the program is to create awareness, understanding and appreciation for the Reef and its connected ecosystems. This fosters stewardship and promotes a community culture of custodianship for Reef protection.

The program has 288 schools, more than 132,000 students and 8700 teachers.

As the national education centre of the Authority, Reef HQ Aquarium collaborates with education institutions locally, nationally and internationally. Age-specific, innovative curriculum-centered education programs provide interactive activities and investigation challenges, stimulating inquiring minds to discover all they can about the Reef.

State-of-the-art technology unlocks unique teaching and learning experiences and is a tool that allows users to see and hear the person they are communicating with. It is exciting, stimulating, easy to use and a great way to involve students in learning about the Reef

Performance

Linking to the Portfolio Budget Statements performance information

The performance information identified for the 2020-21 Portfolio Budget Statements (PBS) is identified below:

Outcome 1	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.*		
Strategic results	The Reef is protected	Sustainable use of the Reef	The Reef is understood
Performance information	<p>Percentage of internally allocated short-term actions that are 'on track' or 'completed' in the Aboriginal and Torres Strait Islander Heritage Strategy for the Great Barrier Reef Marine Park.</p> <p>Target – 75%</p> <p>Proportion of Policy and Planning Strategic Roadmap agreed actions for 2020-21 that are either 'on track' or 'completed'.</p> <p>Target – 85%</p>	<p>Proportion of effective KPIs identified in the Regulator Performance Framework Self-Assessment 2020-21.</p> <p>Target – 100% of KPIs are “effective” or “mostly effective”.</p> <p>Proportion of Joint Field Management Program Annual Business Plan targets achieved or with significant progress 2020-21.</p> <p>Target – 85%</p>	<p>Identify priority knowledge gaps for Reef management.</p> <p>Target – Develop revised Science for Information Needs strategy by end FY20-21</p> <p>Reef 2050 Reef Integrated Monitoring and Reporting Program Business Strategy defines activities and includes a measureable Annual Business Plan for FY21-22.</p> <p>Target – Develop Business Strategy 2020-2025, which is endorsed by partners, and develop an Annual Business Plan for 2021-22.</p>

*The outcome statement in the Portfolio Budget Statements is the same as the Authority’s purpose statement, on page 4 of this Plan.

The performance information within the Portfolio Budget Statements is underpinned and delivered through the Authorities key activities, and delivery strategies, identified within this chapter.

Program areas

Program area 1	Enhancing Reef resilience by providing expert knowledge to advise key decision makers on managing, reducing or avoiding significant threats to the Reef.
Program area 2	Enhancing Reef resilience through innovation, management and regulation of the Marine Park and our in-field presence.
Program area 3	Enhancing Reef resilience through partnerships, collaboration and education.
Program area 4	Supporting a high-performing organisation.

Structure of this information

In this section, performance information for each Program Area comprises:

- Corporate results – statement of the impact, difference or outcome we want to achieve
- Delivery strategies – our primary, high-level strategies for achieving the corporate results, including major projects, plans, systems and programs
- Performance criteria – measures used to track progress towards a corporate result
- Targets – specific descriptions of what success against each performance criterion looks like
- Rationale – provides explanation of the performance criteria, helping to connect it with the corporate result
- Data sources – the information we will draw on as evidence for our performance against the target.

Our corporate results are designed to have causal relationships with the Authority's higher level strategic results that are drawn from the Authority's outcome statement in the Portfolio Budget Statement. For each corporate result we identify the principle strategic results that are supported by these underpinning results



Program area 1

Enhancing Reef resilience by providing expert knowledge to advise key decision makers on managing, reducing or avoiding significant threats to the Reef.

Corporate result 1.1 Expert knowledge is shared
Relates to PBS strategic result: The Reef is understood

Delivery strategies

- **Communication and Engagement Strategy:** the aim of this strategy is to ensure the Authority inspires and enables people to take action to ensure a healthy Reef for future generations through its position as the trusted voice for the Reef.
- **Douglas Shoal Remediation Project:** this project will commence remediation of a ship grounding scar on a large-scale. The scale and remoteness of this project is uncharted territory both in Australia and internationally, where outcomes and key learnings can be used to inform future management actions.
- **Reef 2050 Long-Term Sustainability Plan:** an overarching long-term strategy developed between the Queensland and Australian governments for protecting and managing the Reef to support its health and resilience.
- **Science for Information Needs Strategy:** will look to provide high-level strategic advice to key stakeholder groups on the role of the Authority, and management actions that are being taken to address emerging trends and impacts affecting the Reef.
- **Synthesis and Reporting:** provide synthesised information products that are evidence-based to inform the public about the Reef and its management, and ensure management decisions are based on the best available information.

Performance criteria	Targets			
	2020–21	2021–22	2022–23	2023–24
1.1.1: Progress, outcomes and key learnings in remediation process for Douglas Shoal Project are shared externally.	Establish methodology and baseline	Targets to be advised		
1.1.2: Chief Scientist provides formal advice to key stakeholder groups.	70% / 12 key stakeholders	75%	75%	75%
1.1.3: Improvement in the trust level sentiment score through sample survey of stakeholders.	3.6	3.7	3.8	4.0
1.1.4: Number of synthesis products delivered.	5	4	4	4

Rationale:

1.1.1: the Douglas Shoal Remediation Project is the first of its kind for the Authority. It is vitally important that knowledge gained through the lifetime of the project is made available externally to help decision makers domestically and internationally manage threats and/or impacts to the Reef. Knowledge will be shared through published updates, reports and papers.

1.1.2: the Authority has identified 12 key stakeholder groups that are high priorities for briefings. Performance measures will track what percentage of these groups receive expert advice each year.

1.1.3: an omnibus survey, with a representative portion of the Australian Census population, is conducted annually by a research consultancy. Total number of participants in the survey is 1300. The sentiment scores range from 0 = low trust level sentiment, to 5 = high trust level sentiment.

1.1.4: the Authority has an obligation to remain informed about the state of the Reef (and its associated values), how it is used, what affects it and how effective its management responses are. Synthesised information products which capture and report on this information will be used to provide expert knowledge and advise key decision makers on managing, reducing or avoiding significant threats to the Reef.

Data sources:

Corporate Reporting; Omnibus Survey; Authority e-Library; Authority website; social media analytics.

Corporate result 1.2: Expert knowledge is used

Relates to PBS strategic result: Sustainable use of the Reef

Delivery strategies

- **Reef 2050 Integrated Monitoring and Reporting Program:** to ensure knowledge is used, the program, will allow data that is collected about the Reef and its values to be generally accessible in a timely way, enabling decision-makers to target management actions to support the Reef's resilience.
- **Reef Joint Field Management Program:** uses expert knowledge to enable the program to manage, prioritise and respond to existing and emerging threats to the World Heritage Area.
- **Science for Information Needs Strategy:** sets out the future scientific information needs of the agency. It aims to ensure that science activities are relevant, targeted to address critical management issues and their outcomes are easily accessible.
- **Synthesis and Reporting:** evaluation of how expert knowledge is used will form part of the Authority's adaptive management cycle. Specifically, assessing the uptake of key findings from synthesis and reporting products and whether management decisions are focusing on significant threats to the Reef.

Performance criteria	Targets			
	2020-21	2021-22	2022-23	2023-24
1.2.1: Proportion of active policies, strategies and position statements that address High or Very High risks to the Reef as identified in 2019 Outlook Report.	60%	65%	70%	75%
1.2.2: Percentage of planned compliance days completed.	80% of 910 dedicated compliance days	Maintain or exceed target		
1.2.3: Information needs identified by the Authority covered by knowledge systems.	Establish methodology and baseline	Targets to be advised		

Rationale:

1.2.1: an annual inventory of active policies, strategies and position statements will identify if the Authority is making decisions and/or influencing management responses that align with expert knowledge synthesised in the 2019 Outlook Report. Note this does not include corporate policies or strategies.

1.2.2: the Reef Joint Field Management Program compliance team use various reports and synthesis products to inform their planned compliance activities, however these planned days are subject to weather, marine incidents and other external influences.

1.2.3: to ensure knowledge is shared and accessible for decision-makers, knowledge systems need to house information that is relevant to managing, reducing or avoiding significant threats to the Reef.

Data sources:

JADE – Compliance Case Management Database; Field Reporting System; Reference User Network needs register; Reef Knowledge System prototype.

Program area 2

Enhancing Reef resilience through innovation, management and regulation of the Marine Park and our in-field presence.

Corporate result 2.1: Strategies and rules for a resilient Reef are made
Relates to PBS strategic result: Sustainable use of the Reef

Delivery strategies

- **Aboriginal and Torres Strait Islander Heritage Strategy:** outlines a plan and actions for the Authority to implement that will lead to better understanding, protection and promotion of First Nations Peoples heritage values of the Great Barrier Reef.
- **Great Barrier Reef Blueprint for Resilience:** identifies actions the Authority and its partners need to take to strengthen Reef resilience. The revised Reef Blueprint will also be critical to guide the direction of future funding commitments to address key threats to the Reef.
- **Policy and Planning Strategic Roadmap:** developed to focus the Authority's efforts to deliver a proactive, contemporary and risk-based approach to Marine Park policy, planning and regulation that will protect key values and enable ecologically sustainable use for a changed and changing Reef.
- **Reef 2050 Long-Term Sustainability Plan:** to protect the Outstanding Universal Value of the Reef, the plan builds upon, and does not replace, the existing statutory and foundational management arrangements.

Performance criteria	Targets			
	2020–21	2021–22	2022–23	2023–24
2.1.1: New or amended polices presented to Reef Advisory Committees for advice.	Establish methodology and baseline	Targets to be advised		
2.1.2: Review and update Reef Blueprint and report against actions.	Final report against actions in 2017 Blueprint Develop revised Reef Blueprint	Report against actions of revised Reef Blueprint		

Rationale:

2.1.1: ensures the Authority obtains expert advice and quality assurance in policy development by utilising the knowledge of the Reef Advisory Committees.

2.1.2: the Authority intends to finalise the 2017 Reef Blueprint and develop a revised Reef Blueprint to ensure a revised set of strategies and actions effectively target current, new and emerging threats to the Reef's resilience.

Data sources:

Formal meeting minutes, e-Library, formal reporting.

Corporate result 2.2: Rules for a resilient Reef are followed
Relates to PBS strategic result: The Reef is Protected, Sustainable use of the Reef

Delivery strategies

- **Aboriginal and Torres Strait Islander Heritage Strategy:** encourages increased compliance reporting and investigation by Indigenous Land and Sea Rangers and other Traditional Owners on their land and Sea Country.
- **Policy and Planning Strategic Roadmap:** regulatory solutions are being developed to improve the risk-based approach to permission decisions and further streamline business processes.
- **Reef Joint Field Management Program:** is the principal driver and coordinator of environmental compliance in the World Heritage Area.

Performance criteria	Targets			
	2020-21	2021-22	2022-23	2023-24
2.2.1: Number of offences in the Marine Park per year.	1100	Decreasing Trend		
2.2.2: Increase in uptake of online permissions and Environmental Management Charge system.	Establish methodology and baseline	Targets to be advised		
2.2.3: Planned permissions and Environmental Management Charge compliance activity completed.	Establish methodology and baseline	Target to be advised		
2.2.4: Number of Marine Park compliance activities in each risk category.	Maintain or improve	Maintain or improve		
2.2.5: Our permission system service level standards are met.	Establish methodology, and baseline	Targets to be advised		

Rationale:

2.2.1: targeted compliance patrols will utilise the full scope of legislative provisions to deter further illegal activity, and investigate and implement legislative changes to improve efficiencies and deliver immediate consequences for offenders. The actual number of all offence types in 2018-19 was 1117 (with 2019-20 figures not released before the publication of this Corporate Plan).

2.2.2: the aim is to continue to streamline the permissions process with more permittees using online systems to have a more efficient process and allow Authority staff to engage with permit holders which may have better long-term environmental outcomes.

2.2.3: to deter non-compliance, and uphold the integrity of permissions and the environmental management charge, the Authority plans and undertakes annual compliance activities. In 2020-21, the Authority has planned 20 audits and 5 field visits for permissions, and 17 audits and 2 field visits for environmental management charge.

2.2.4: if the annual risk assessment against each compliance activity does not increase in severity, this indicates that management of the World Heritage Area is effective and Marine Park users are following the rules (current risk assessment of 33 activities: Very High = 5, High = 14, Medium = 10, Low = 4).

2.2.5: the services the Authority provides in regards to permissions process allows for the permittee to be educated on permission management provisions, and the Authority expands its understanding of permittee needs.

Data sources:

EMC data; Permissions System; Compliance Risk Management Plan; Reef Joint Field Management Annual Report; Service Level Agreements.

Corporate result 2.3: Innovate for a resilient Reef Relates to PBS strategic result: The Reef is protected

Delivery strategies

- **Crown-of-Thorns Starfish Control Program:** the program monitors and protects coral by culling crown-of-thorn starfish numbers down to ecologically sustainable levels on reefs of high ecological and economic value in the Great Barrier Reef Marine Park.
- **Douglas Shoal Remediation Project:** with more than 40 hectares of grounding scar in the Great Barrier Reef Marine Park, this restoration project leads the way in groundbreaking innovation to support long-term natural recovery and resilience in and around Douglas Shoal.
- **Great Barrier Reef Blueprint for Resilience:** will ensure resilience-based management embraces innovation and seeks opportunities to align effort, share information, generate new ideas and achieve multiple outcomes.
- **Policy and Planning Strategic Roadmap:** will work to enable Reef intervention activities for greater conservation benefits and resilience, consider cumulative impacts across the Authority's tools and work to identify and protect a resilience network as championed in the Reef Blueprint.
- **Reef 2050 Integrated Monitoring and Reporting Program:** will guide resilience-based management and evaluate and report on delivery of the Reef 2050 Long-Term Sustainability Plan.

Performance criteria	Targets			
	2020-21	2021-22	2022-23	2023-24
2.3.1: Support for new research and development projects with contributions from the Authority.	Establish methodology and baseline	Targets to be advised		
2.3.2: Progress against remediation milestones to promote natural recovery at Douglas Shoal.	Successful procurement of remediation contractor	Targets to be advised		
2.3.3: Percentage of high value reefs protected to achieve ecologically sustainable numbers of crown-of-thorns starfish.	70%	70%	70%	70%

Rationale:

2.3.1: the Authority is committed to supporting innovative research and development projects, and working collaboratively to ensure the resilience of the Reef into the future. Research and development projects are assessed on their individual merits when considering allocation of resources.

2.3.2: the Authority was awarded \$35 million to clean-up the Douglas Shoal site. Planning is underway, with clean-up works expected in 2021 and 2022.

2.3.3: to achieve this target, the Authority has to not only achieve 'no outbreak' status (measured through surveillance data), but also achieve catch-per-unit-effort (measured through outcomes of culling) across to the ecological thresholds.

Data sources:

Crown-of-thorns Starfish Control Program reporting; Eye on the Reef database; Douglas Shoal Remediation Project reporting.

Program area 3

03

Enhancing Reef resilience through partnerships, collaboration and education.

Corporate result 3.1: Educating others about the Reef
 Relates to PBS strategic result: The Reef is understood

Delivery strategies

- **Communication and Engagement Strategy:** outlines engagement processes that will help the Authority better understand the views, needs and expectations of Reef users and stakeholders, and to encourage their support and advocacy.
- **Reef Education Strategy:** sets out a four year plan identifying reef education initiatives the Authority will prioritise to increase knowledge and awareness of the Great Barrier Reef, the threats to its sustainable future and elicit positive environmental behaviour change.
- **Reef HQ Masterplan:** provides a 20-year vision for the future of the National Education Centre for the Great Barrier Reef, creating a unified education experience, and exhibits design character to sustain Reef HQ Aquarium as an educational, cultural, and tourist landmark for local, national and international visitors.
- **Reef Joint Field Management Program:** provides an increased, strong, highly visible, engaged and responsive field presence across the World Heritage Area to actively engage with marine and island users, educate them, and engender best practice behaviors and voluntary compliance.
- **Stewardship Strategy:** identifies specific education and training opportunities to support stewardship actions, including: Eye on the Reef Program, Master Reef Guides Program and Reef Discover Course.

Performance criteria	Targets			
	2020-21	2021-22	2022-23	2023-24
3.1.1: Deliver a global presence through targeted digital and mainstream marketing activities that promote face to face and virtual visitation to Reef HQ Aquarium.	40,000 visitors	Target to be advised	180,000	200,000
3.1.2: Engagement and audience growth on Authority's website and social media channels.	Establish methodology and baseline	Targets to be advised		
3.1.3: Participants who successfully complete Reef Education program or training.	Establish methodology and baseline	Targets to be advised		
3.1.4: The Authority's campaigns raise awareness.	Establish methodology and baseline	Increase in trend		
3.1.5: Number of public contact events where our people are talking directly to Great Barrier Reef World Heritage Area users and associated communities.	2512	Targets to be advised		

Rationale:

3.1.1: targets for 2020-21 are significantly low due to restrictions of the COVID-19 pandemic. Due to a planned Reef HQ facility shut-down on 1 February 2021 to allow for infrastructure upgrades, visitation figures for 2021-22 are unknown until progress of works can be determined.

3.1.2: the aim is to grow our audience across all channels by producing higher quality content, engaging with our audiences, and participating in groups, in an effort to support the Authority's communication, engagement and education needs.

3.1.3: various education and stewardship programs provide knowledge or facilitate stewardship actions that help protect the Reef for future generations. Such programs include: Reef Discovery Course, Eye on the Reef, Master Reef Guides Program, Reef Education Program and Reef HQ Volunteer training.

3.1.4: this performance criteria measures engagement across the channels to ascertain a percentage score, with a report built in Google Data Studio collecting this metric from a number of channels and supplying the mean score.

3.1.5: through day-to-day operations our people within the Reef Joint Field Management Program educate users about their responsibilities on the Reef, and relevant actions to protect the Reefs values (target 2500). Regionally based staff also educate users and associated communities on key threats to the Reef, and stewardship actions that can be taken to protect the Reefs resilience (target 12 major events, engaging 750 people).

Data sources:

Reef HQ visitor survey, Reef Guardian program reports, Prioritisation and Evaluation of Engagement Tool; Twitter; YouTube; Facebook; Instagram; LinkedIn; Google Business; Google Data Studio; Sprout Social; Reef HQ Aquarium Point of Sale System; websites; e-Library; Reef Education Portal.

Corporate result 3.2: Partnering with others to care for the Reef.

Relates to PBS strategic result: Sustainable use of Reef.

Delivery strategies

- **Aboriginal and Torres Strait Islander Heritage Strategy:** outlines a plan and actions for the Authority to implement that will lead to better understanding, protection and promotion of First Nations Peoples heritage values of the Great Barrier Reef.
- **Aboriginal and Torres Strait Islander Partnership Strategy:** a strategy to achieve genuine partnerships and engagement with Traditional Owners in the business of the Authority and to recognise and respect the ongoing cultural responsibilities of First Nations People in the management of Sea Country.
- **Reef Guardians programs:** recognises the good environmental work undertaken by communities and industries to protect the Great Barrier Reef. The Reef Guardian Program includes, councils, fishers and schools.
- **Reef Joint Field Management Program:** provides an increased, strong, highly visible, engaged and responsive field presence across the World Heritage Area to actively engage with marine and island users, educate them, and engender best practice behaviors and voluntary compliance.
- **Stewardship Strategy:** aims to guide work with reef-dependent industries and communities to recognise and reduce impacts of activities on the Reef, and to raise awareness and inspire a sense of collective responsibility for its long-term sustainable use.

Performance criteria	Targets			
	2020–21	2021–22	2022–23	2023–24
3.2.1: Number of users of the redeveloped Eye on Reef app.	Redevelop app	Targets to be advised		
3.2.2: Proportion of Reef Tourism operators recognised as High Standard Tourism Operators.	69% of total Tourism Operators	Increase in trend		
3.2.3: Number of active Master Reef Guides.	63 MRG / 42 Operators	75	90	108
3.2.4: Percentage of Marine Park coastline covered by Traditional Owner agreements.	25%	Maintain or increase		
3.2.5: Progress towards Management Goals under the revised Reef 2050 Plan.	Deliver updated Reef 2050 Plan and establish reporting framework against Management Goals	On track		
3.2.6: Progress Aboriginal and Torres Strait Islander Partnership Strategy and set targets against actions.	Deliver strategy and establish reporting framework against actions	Targets to be advised		

Rationale:

3.2.1: the app is the Authority's primary mobile data source that provides information on Marine Park Zoning, seasonal closures and providing the ability to log marine sightings in regards to wildlife, incidents and bleaching.

3.2.2: High Standard Tourism Operators are independently certified providing evidence that they meet the required level of environmental standards for protection, presentation and partnership within the Marine Park. These standards enhance reef resilience and tourism sustainability.

3.2.3: the Master Reef Guide program is delivered by the Authority, Association of Marine Park Tourism Operators and Tourism and Events Queensland and is the first of its kind for the Reef. Master Reef Guides provide up-to-date information on the Reef, share stories of the World Heritage Area, and explain what can be done to support Reef resilience.

3.2.4: Traditional Use of Marine Resources Agreements describe how Great Barrier Reef Traditional Owners work in partnership with the Australian and Queensland governments to manage traditional use activities on their Sea Country. Indigenous Land Use Agreements are agreements about the use and management of land and waters that are made between one or more native title groups and other people or parties.

3.2.5: the plan is a collaborative approach between the Australian and Queensland governments and focuses on actions to address key threats and support the health and resilience of the Reef.

3.2.6: the strategy will aim to recognise the role of First Nation Peoples and identify opportunities and pathways to better engage and adopt a cooperative approach with Traditional Owners in the protection and management of the Marine Park.

Data sources:

Reef HQ visitor survey, Reef Guardian program reports, Prioritisation and Evaluation of Engagement Tool; Twitter; YouTube; Facebook; Instagram; LinkedIn; Google Business; Google Data Studio; Sprout Social; Reef HQ Aquarium Point of Sale System; websites; e-Library; Reef Education Portal.

Program area 4

Supporting a high performing organisation

04

Corporate result 4.1: Our resources are applied judiciously. Supports program areas 1, 2 and 3

Delivery strategies

- **Portfolio Budget Statement:** details the proposed allocation of resources against government outcomes by entities within a portfolio.
- **Strategic Workforce Plan:** provides strategic direction for a range of human resource management initiatives needed to nurture our capabilities as an agency.

Performance criteria	Targets			
	2020-21	2021-22	2022-23	2023-24
4.1.1: Overall score in the Check-up PLUS Information Management Maturity Report.	3.0	3.3	3.6	3.9
4.1.2: Number of Authority's legal affairs that give rise to formal sanction for breach of any legislation.	0	0	0	0
4.1.3: Percentage of contract variations, with a value of 10% or more of the contract value.	Establish baseline	Annual reduction to baseline		
4.1.4: Minimum procurement spend for goods and services from eligible Indigenous enterprises.	1.25%	1.5%	1.75%	2%
4.1.5: Percentage of non-mandatory training courses offered that are fully subscribed.	Establish baseline	Increase by 5% each year		

Rationale:

4.1.1: our information management maturity is assessed externally using a rating system (0 = lowest maturity to 5 = highest maturity). 2019 score was 2.69. Components of the maturity score are: governance, creating, interoperability, storing and disposing.

4.1.2: provides an indication of the Authority's overall performance, at agency level, of compliance with its legal obligations.

4.1.3: a reduction in the number of contracts variations aims to demonstrate the Authority considers and includes all relevant information when approaching the market, providing equitable opportunities to suppliers.

4.1.4: the Commonwealth Indigenous Procurement Policy aims to stimulate Indigenous entrepreneurship and business development, providing Indigenous Australians with more opportunities to participate in the economy. The policy sets out mandatory minimum spend targets for commonwealth portfolios to procure goods and/or services from an Indigenous enterprise (a business that is 50 per cent or more owned by Indigenous Australians). Percentages are calculated against total procurement spend.

4.1.5: an effective and efficient training and development plan, will result in the procurement of non-mandatory training courses being fully subscribed, which in turn supports the Authority's objective to improve our people's capability.

Data sources:

Financial Management Information System. National Archives Australia – Check-up PLUS Information Management Maturity, formal executive reporting.

Corporate result 4.2: Internal controls are documented and implemented. Supports program areas 1, 2 and 3

Delivery strategies

- **Controlled document management system:** regulates the development, amendment, revocation and approval of internal controlled documents (i.e., policies, procedures, guidelines, templates and forms).
- **External audit program:** provides assurance to the Accountable Authority that the entity's internal control environment is operating efficiently, effectively, economically and ethically to manage risk.
- **Internal audit program:** provides independent and objective assurance to the Authority's senior management, and the Audit Committee that important internal controls are working in an efficient, effective, economical and ethical manner.

Performance criteria	Targets			
	2020-21	2021-22	2022-23	2023-24
4.2.1: Proportion of 'important', 'very important', and 'critical' internal controlled documents which are active and current each month.	80 ± 10% each month	85 ± 10% each month	90 ± 10% each month	90 ± 10% each month
4.2.2: Proportion of agreed internal audit management actions/ recommendations completed each financial quarter.	25 ± 10% each financial quarter	Sustain 25 ± 10% each financial quarter		
4.2.3: Proportion of external audit actions completed.	100%	Maintain 100%		
4.2.4: Maturity score achieved for maintaining risk management capability.	4.035 out of a maximum 6.000 in 2021	Not measured	4.410 out of a maximum of 6.000 in 2023	Not measured

Rationale:

4.2.1: document control enables our people to know that internal policies, procedures, guidelines, templates and forms contain the correct information. Target based on previous 12 month's average result.

4.2.2: internal audit actions and recommendations provide an opportunity for the Authority to improve its systems and processes and build its capacity of services required to achieve its purpose. Target based on previous 2.5 years-worth of results.

4.2.3: external audit actions and recommendations ensure the Authority improves its systems and processes and build its capacity of services required to achieve its purpose.

4.2.4: Comcover undertakes a biannual risk management benchmarking survey to assess the maturity of an entity's risk management framework against nine elements of the Commonwealth Risk Management Policy. Maintaining risk management capability is the eighth element. Target has been predicted using linear regression, based on past five-year's performance.

Data sources:

Controlled Document Register; Internal Audit Recommendations and Actions Register. Comcover Risk Management Benchmarking Survey (undertaken every two years).

Corporate result 4.3: People and assets are safe. Supports program areas 1, 2 and 3

Delivery strategies

- **Asset Management Policy and Registers:** the purpose of this policy is to inform and influence decisions made in the acquisition and management of tangible and intangible assets and inventory within the agency, including asset lifecycle, so strategic and operational objectives may be supported.
- **Protective Security Plan:** sets out to establish and maintain an appropriate security environment for the protection of its functions and official resources.
- **Risk Management Framework:** supports the internal risk management policy to enable informed and defensible decision-making for the management of risks (as reasonability practicable).
- **Work Health and Safety Manual:** the purpose of the manual is to support the Work Health and Safety Policy by providing guidance to workers about work health and safety: management, risk, procedures, learning and development requirements and continuous improvement.

Performance criteria	Targets			
	2020-21	2021-22	2022-23	2023-24
4.3.1: Proportion of confirmed fraud incidents that have a system or process failure identified as a root cause.	Establish a baseline	Decrease annually		
4.3.2: Maturity self-assessment for the Protective Security Policy Framework.	'Developing' overall maturity or better	'Managing' overall maturity or better		
4.3.3: Proportion of hazards identified via workplace site inspection (every six months) that have been eliminated or minimised.	100% (each six months)	100% - reviewed annually.		
4.3.4: Staff are satisfied with the policies/practices in place to help them manage health and wellbeing.	68%	Equal to, or better than, the Australian Public Service-wide result for small-sized agencies.		
4.3.5: Proportion of employees who feel they have been subjected to harassment or bullying in the workplace.	20% less than 2019-20	At least five percentage points less than the Australian Public Service-wide result for small-sized agencies.		

Rationale:

4.3.1: prevention, detection and response is the Authority's strategy for dealing with fraud and corruption. These elements are interdependent and subject to a cyclic process of review and enhancement, alongside active management and ownership within the Authority.

4.3.2: the Australian Government's Protective Security Policy Framework applies to non-corporate Commonwealth entities subject to the Public Governance, Performance and Accountability Act 2013 to the extent consistent with legislation. The Authority uses the security maturity indicators as detailed in the framework as part of its ongoing monitoring plan.

4.3.3: workplace inspections are designed to identify then eliminate or minimise the risk of potential hazards.

4.3.4 and 4.3.5: the Australian Public Service Employee Census is an annual survey which is used to collect confidential attitude and opinion information from employees on important issues in the workplace. The survey is administered by the Australian Public Service Commission and insight into employees' views about the Australian Public Service, their agency and their workplace. The census results also help target strategies to build Australian Public Service workplace capability now and in the future.

Data sources:

Interactive Reporting Tool; Annual Australian Public Service Commission's employee census results; Asset Register; Work Health and Safety reporting.



280 Flinders Street, Townsville Qld 4810

 07 4750 0700  info@gbmpa.gov.au

www.gbrmpa.gov.au